

BEYOND OUR FOUR WALLS

INVESTING RESPONSIBLY

ANNUAL REPORT 2024





Chris Cooper,
Chief Executive

2024 Achievements:

- **5* PRI rated in each of Policy, Governance and Strategy; Direct Real Estate; and Confidence Building Measures.**
- **21 GRESB Green Stars.**
- **GRESB leader in Management.**
- **Reduced absolute and like for like Scope 1, 2 & 3 emissions by 26% and 20% respectively vs our 2019 baseline.**
- **Net zero audits undertaken on each new acquisition.**
- **38% EPCs by ERV 'B' rated and above.**
- **Winner of Property Week Developer of the Year (Retail, Hospitality & Leisure) award.**

“Our Responsible Investment (RI) report sets out our ongoing commitment to investing responsibly and transparently. We are proud of the progress we have made in recent years as we remain firmly on track with our ambitious goals.

While the external landscape continues to evolve, driven by environmental, regulatory, and societal change, our long-term vision remains clear: to deliver sustainable returns for our clients, while creating a lasting, positive impact in the communities that we operate. We recognise that transitioning towards net zero is not only a technical and operational challenge but also a leadership responsibility. By aligning our investments with environmental and social priorities, and through consistent engagement with our occupiers and stakeholders, we are ensuring that our journey to net zero strengthens both asset value and community resilience. Our purpose, to invest with impact and responsibility, underpins our decisions and remains central to our future ambitions.”

Positive Energy and Lasting Change

We believe that by managing our assets in a manner that reduces the environmental impact, provides a positive influence on the social environment within which our assets are located, and is set within an overarching framework of strong corporate governance, we deliver long term sustainable value. This is why we this year we focused our efforts on progressing towards our 2040 net zero target, developing our PV infrastructure and building on our commitments to deliver measurable social value.

With compliance playing a critical role in safeguarding asset value for our clients, we continue to prioritise investment planning that addresses both regulatory and physical climate risks. We have strengthened our approach to managing transition risks by identifying and integrating the capital expenditure required to meet current and future MEES regulations across our portfolios and have developed our approach to monitoring physical climate risks.

This year, we placed greater emphasis on pre-acquisition sustainability due diligence audits to ensure that new assets entering our portfolio align with our maturing Responsible Investment strategy and long-term net zero objectives. These assessments have been key to identifying potential risks and opportunities early in the investment process, enabling more informed decision-making and smoother integration into our sustainability roadmap. Alongside this, we continue to engage closely with occupiers and stakeholders to foster collaboration and enhance environmental performance.

Stakeholder Engagement

We developed our occupier engagement strategy this year by introducing automated data collection across our assets. This approach has enabled more visibility into energy use and carbon performance with the potential for significant improvements in efficiency and coverage going forward. With occupier emissions representing over 90% of our total footprint, this shift will allow us to move from broad communication of goals to more targeted, evidence-based collaboration. These insights are not only helping to identify the most effective decarbonisation opportunities but will also support the engagement of future social value initiatives that respond to the specific needs of the communities surrounding our assets.

This data-led, impact-focused approach is also reflected in the evolution of our sustainability strategy. As expectations around ESG continue to grow in scope and complexity, we have expanded our internal frameworks to stay ahead. We have introduced clear policies on biodiversity, social value, and long-term capex planning, ensuring these areas are embedded within our decision-making processes and aligned with both regulatory requirements and industry best practice.

We are proud to report steady progress in our sustainability journey thanks to the dedication of our asset managers and property managers, and the industry-leading technology they use. Their commitment and innovation has ensured seamless integration of net zero principles into our business planning and operations keeping us on track with our 2040 net zero target.

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2024 CORPORATE OVERVIEW

At a Glance



We are an integrated, full service real estate fund manager with a 50-year track record of creating long term, sustainable returns for clients. We manage over £7 billion of real estate throughout Europe on both a fully discretionary and an advisory basis.

Our vision is to deliver enhanced returns for clients by managing their assets responsibly. Put simply, sustainable assets have reduced obsolescence risk; lower operating costs; more defensive qualities; and greater appeal to discerning occupiers, and our long track record of delivering outperformance demonstrates this.

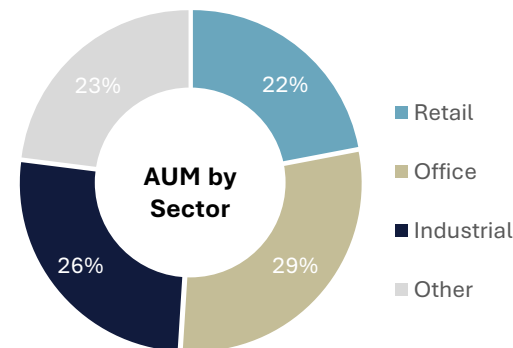
We do this by supporting and empowering our team. Providing them with a platform so that everyone can deliver their own impact and access training to support their career development.

This year we have been able to demonstrate how this proactive RI approach can lead to significant environmental benefits. Alongside this, members of our team have volunteered in over 60 activities, raised money for charitable causes and provided valuable work experience as well as permanent roles for students with no previous links into our industry.

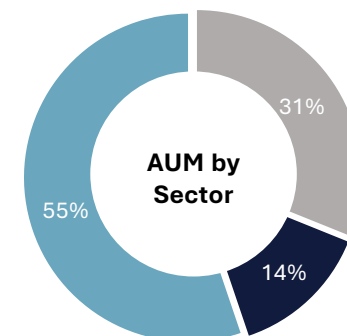
We will continue to focus on and develop our RI approach to ensure that returns are maximised, negative environmental impacts are minimised, and social benefits are prioritised.

Performance Highlights

- Established in 1968
- 227 directly managed assets
- £7.65bn AUM
- 19 MSCI Awards
- BBP Climate Commitment Signatory
- GRESB Global Sector Leader
- 2040 Net-Zero Carbon Target
- PRI Signatory Since 2013
- Three 5* PRI Ratings



- Institutional
- Pension Fund
- Local Authority Pension Fund



Our RI Journey

2013

Became a signatory to UN Principles of Responsible Investing (PRI)

2014

Implemented standardised green lease clauses.
Published first refurbishment & development guidelines

2015

First funds participate in GRESB.
Integration of ESG issues in acquisition due diligence.

2016

Step forward in tracking and reporting energy and carbon emission performance.
Explicit ESG requirements set in supply chain vetting.

2017

Set environmental reduction targets aligned with 2°C warming scenario. Awarded 'A' PRI rating for direct real-estate and strategy & governance.

2018

Awarded 6 GRESB Green Stars out of 7 participating portfolios.

2019

Integration of TCFD.
7 of 7 participating portfolios awarded GRESB Green Stars.

2020

Committed to Net Zero by 2040.
Launched our REACH programme.

2021

Appointed a Head of Responsible Investment.
Launched the Wellbeing Committee.

2022

Reported on scope 1-3 emissions and financially embedded the transition to net-zero into business planning

2023

Net Zero audit programme expanded.
Developed social value and biodiversity policies.

2024

Initiated a comprehensive review of PV potential and identified opportunities for measuring and enhancing Social Value through RESVI certifications.

2024 Highlights

Building on Success

RI programme once again awarded 5* by PRI

5*

PRI Rating in Direct Real Estate

24%

Reduction in Scope 1, 2 and 3 emissions intensity since 2019

38%

EPCs 'B' rated and above

5*

PRI Rating in Policy Governance & Strategy

21

GRESB Green Stars obtained in 2024

100%

Assets with financial allowance in business planning for transitioning towards NZC

5*

PRI Rating in Confidence Building Measures

10

Net Zero Audits Completed in 2024

65%

Occupier Data Collection (for core funds)

Governance Structure

We have integrated our RI approach throughout our entire business and each stakeholder has a role to play in the delivery of our RI programme. To achieve this, we established a Responsible Investment Committee (RIC), which has continued to guide our responsible investment initiatives through another successful year.

The RIC is responsible for setting and reviewing our RI strategies, ensuring alignment with our business goals, and integrating RI into our investment decisions. With strong support from the Board, the RIC ensures that clear lines of responsibility are maintained and that our responsible investment commitments are implemented across the business.

To be sure that our RI approach is truly embedded within our day-to-day operations, we set business, fund, asset and individual RI KPIs that are monitored and reported against on an ongoing basis.

Progress is monitored and reviewed at each level of the business, enabling support to be allocated where necessary and without delay.

Reporting is carried out on a monthly, quarterly and annual basis to all levels of the business, as well as to clients, to ensure transparency over our RI programme and its progress. Benchmark reporting is also carried out on an annual basis through GRESB and PRI to demonstrate our performance against peers.

This year, we have further developed our approach to both internal and external reporting by increasing the granularity of data and applying greater scrutiny to our processes. We have integrated comprehensive RI due diligence into our pre-acquisition practices, targeting new investments that align with our sustainability goals from the outset. Additionally, we are expanding our reporting to include new RI metrics, such as biodiversity net gain, to provide a more holistic view of our RI performance. In addition to driving progress, these developments position us to improve our performance relative to our peers and setting an even higher standard for responsible investment.

We have an established, mature framework in place to ensure accountability for responsible investment throughout our business



The Board has accountability and ultimate responsibility for embedding and driving responsible investment, led by Jennifer Linacre, the Head of Responsible Investment.



The RIC has oversight and governance responsibility for objective setting, development of procedures and overseeing the implementation of the RI strategy and policy. This committee holds monthly, quarterly & annual meetings to ensure progress is maintained and that our strategy remains relevant, and impact driven.



Fund and Portfolio Managers are responsible for the implementation of our policy and strategy at a portfolio level; reviewing each portfolio's strategic objectives and performance on a quarterly and annual basis; and reporting into the RIC and each portfolio's respective Investment Committee.



Third Party Property Managers are responsible for the proactive management of properties at the surveyor and facilities management level, governed by our Property Management Agreement.



Suppliers are vetted during the contract set up phase and during the life of each contract to ensure our RI approach is embedded.

Our REACH Programme

Maximising the positive impacts of our employees

We understand that one of the first and most crucial steps to ensuring our RI programme is successful, is the empowerment of our own employees. This means that everyone can deliver their own impact, truly believe in the mission of the organisation and maximise the benefits seen from the programme.

In 2021, we launched our REACH programme; a commitment to invest our time, money and expertise in causes that affect our society in the areas of Respect, Education, Accessibility, Community and Habitat.

This encourages our employees to use their own and the businesses resources, expertise and influence to create social value.

Our Wellbeing Committee provides a platform, based around our REACH pillars, to support our team's development, health and wellbeing and to inspire our efforts to generate a positive impact Beyond our Four Walls.

- **Respect**
Create an inclusive culture which understands the value of diversity of thought and background.
- **Education**
Make a long-term commitment to develop talent and enable internal progression.
- **Accessibility**
Promote long-term, meaningful change by ensuring educational opportunities are open and inclusive for all.
- **Community**
Strive to make a lasting, positive impact on society through active engagement and support.
- **Habitat**
Demonstrate care for our environment by protecting natural resources and promoting sustainable practices.



Our REACH Programme

Continuing our impact Beyond Our Four Walls

In 2024, we expanded our charitable initiatives to further our impact Beyond Our Four Walls. Our efforts supported a broad spectrum of causes, including education, sport, environmental sustainability, and social value. This growth not only marks our continued development but also underscores our lasting commitment to driving positive change in the communities we're part of.

Our 2024 Highlights include:

- **Community Engagement:** Six team members took part in LandAid's Sleep Out Initiative, helping raise awareness and funds to support youth homelessness.
- **Charity Fundraising:** Our team proudly participated in the Hackney Half Marathon, raising money for Hackney Food Bank to support local families in need.
- **Career Development & Mentoring:** We provided valuable work experience opportunities through GAIN and The Land Collective and continued our commitment to mentoring undergraduates and graduates within the company.

As a business we have committed to providing two gifted volunteering days each for all staff for giving back causes, to providing matched funding for charity initiatives, and to facilitating a programme of giving back initiatives.

Our team have participated in a variety of charitable events throughout the year and utilised giving back days to volunteer with local charities such as Hackney Foodbank and Land Aid.

As part of our collaboration with The Land Collective, DTZ Investors has helped raise awareness of careers in property through work experience, building tours, and presentations all through 2024. This involved hosting a student for a week-long placement with our Direct Real Estate team. The week involved site visits and direct engagement with letting agents, project managers, and contractors.



25
Educational
Seminars

£21,500
Raised by staff for
Charitable causes

20 Volunteers
Participated in
Trees for Cities
Reforestation
Programme

Over £3,500
Raised
for the Land Aid
Sleepout

29.5KG of Food
Donated
To Trussell Trust
Foodbank

5 Work
Experience/Insight
Placements and 33
Involved in Mentoring
Programmes in 2024



Impact-Focused Investment Through Co-Living

FOLK.

Since its inception in 2019, our Folk Co-Living Fund has completed the development of its three initial assets, launching the third asset in July 2023. This has resulted in more than 800 co-living units being added to the London Market. All three developments are looking to support the fund’s main objective of being an impact-focused investment vehicle striving to increase the delivery and diversity of environmentally conscious and affordable homes across London.

We are pleased that the fund is an Article 9 fund, reflecting the clear objective of the fund to generate a positive sustainable impact and meet specific environmental and social goals.

The fund has set clear commitments in four specific areas and have embedded sustainability across their operations and developments:



Housing

To pioneer a good value housing solution and assist in providing housing to marginalised groups in London.

- £1m £1m contribution towards the provision of affordable housing in Harrow
- 5 5 rooms in each property will be offered at a 50% discount to market rent to assist marginalised groups
- 35% 35% of long-stay rooms at Earlsfield and Battersea are let at discounts to OMR levels
- 2 2 rooms at Earlsfield have been offered to Ukrainian refugees at a discount to market rent.



Community

To build strong, diverse and supportive communities in and around our assets by encouraging social engagement, empowerment and economic growth.

- 3 Established three community investment partners for the Fund
- 1% 1% of the net income from each operating asset donated to our COLIV Inclusive Community Grants
- Embedded support for local communities during the development and post completion
- LLW London Living Wage paid to all suppliers



Health & Wellbeing

To use innovative building design, community activation and management strategies to promote good health and wellbeing within our communities.

- Revised our events strategy to enhance social experience for residents.
- The Fund continues to review a subscription to the Lifeworks Wellbeing Platform
- 2 Two members of the Harrow team are Mental Health First Aid Trained



Environment

To develop and operate a portfolio of environmentally conscious and sustainable buildings.

- Targeting BREEAM Excellent across the Portfolio
- Completing a review on how energy efficiency within the building can be improved
- Co-Living Fund I has achieved a GRESB 5 Star rating and global sector leader status

Impact-Focused Investment Through Co-Living

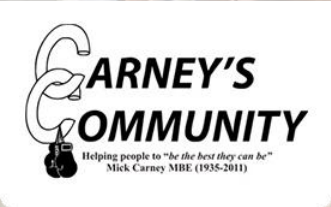
FOLK.

Giving Back to The Local Community

Folk makes formal commitments to our community investment partners to support them by providing free access to the buildings amenities and helping them with fund raising.



Community Investment Partners (CIP)



2024 CIP Usage

55 occurrences with estimated value of £20,812

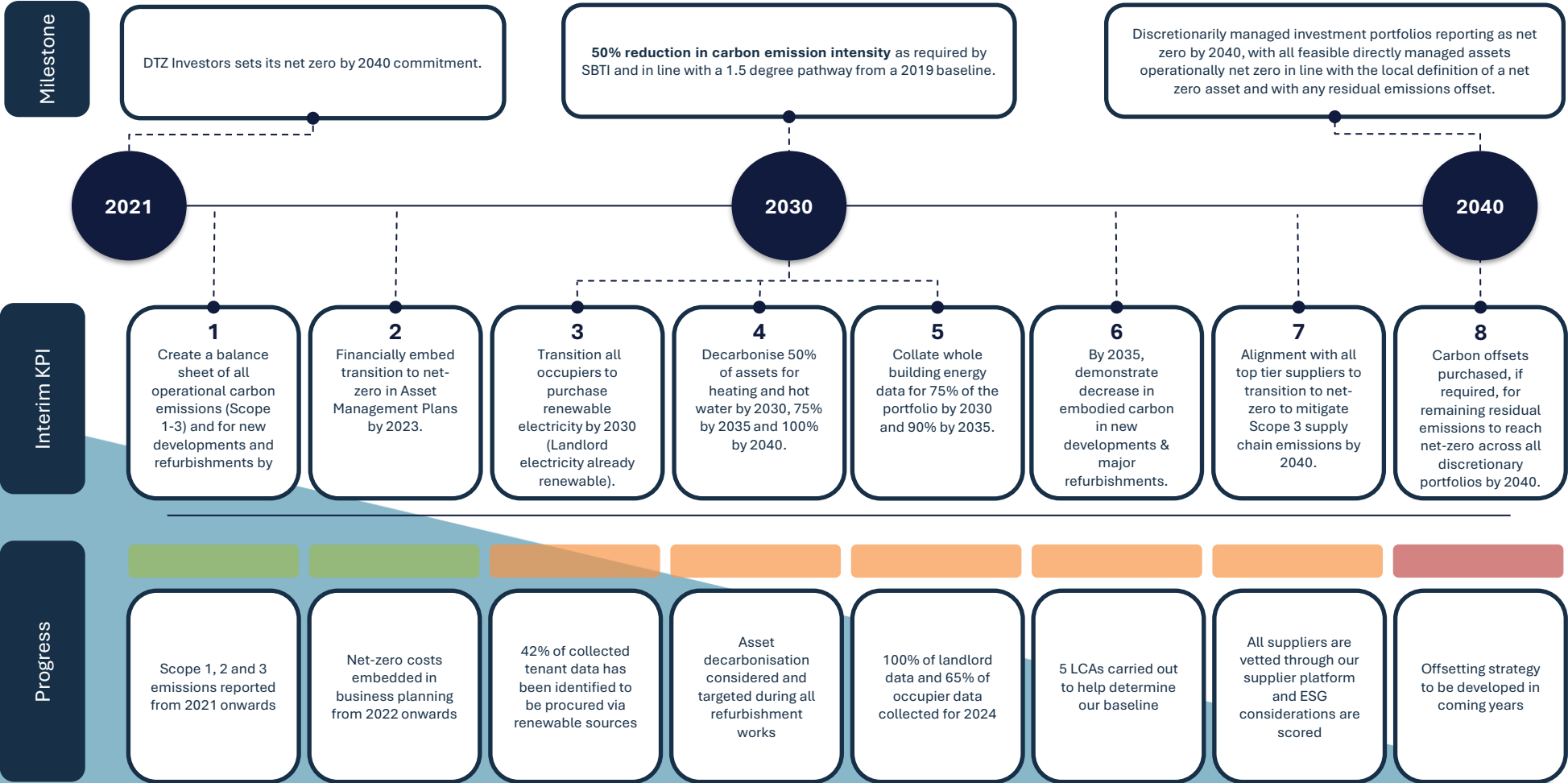
16 occurrences with estimated value of £4,275

84 occurrences with estimated value of £3,370



Committing to Net Zero by 2040

Our Journey to Net Zero



Our Progress to Net Zero

We have achieved significant reductions in our carbon footprint

Progress against our 2040 net zero target remains underpinned by reductions in both absolute emissions and emissions intensity. As of 2024, our total Scope 1, 2, and 3 emissions have decreased by 26% and emissions intensity by 24%, compared to our 2019 baseline.

This year, improved data coverage and the integration of newly acquired assets have contributed to a 5% increase in absolute emissions and a 3% increase in emissions intensity compared to 2023.

These changes are mostly driven by improved accuracy in reporting rather than a reversal in underlying performance trends. To maintain consistency in the long-term trajectory, the emissions data has been extrapolated back for new acquisitions back to 2019, allowing for comparability across the portfolio. This integration supports more robust performance analysis and enables targeted emission reduction strategies at both asset and portfolio levels.

We remain aligned with our net zero pathway, and this refinement of data inputs continues to improve the quality of our decarbonisation planning.

Achieving meaningful and measurable decarbonisation across our portfolio requires a dual approach: proactively improving existing assets and acquiring more resilient, energy efficient, and net zero capable assets.

As we progress toward our 2040 net zero target, we remain focused on reducing absolute emissions and carbon intensity through targeted interventions that align with long-term value creation. This includes the electrification of heating systems, avoiding the replacement of gas systems with new fossil fuel systems, and prioritising solar PV installations where they offer both emissions reduction and capital uplift potential. In parallel, our acquisition strategy increasingly targets assets with strong net zero potential, supported by our robust pre-acquisition due diligence process that evaluates sustainability risks and opportunities. This ensures that new investments are aligned with our responsible investment goals from the outset, reinforcing our commitment to building a climate-resilient, future-proofed portfolio.

Trafford 150, Manchester

Completed in late 2024, the 150,000 sq ft unit has been developed with sustainability at its core.

Key features include 17,000 sq ft of rooftop **PV panels** generating 300,000 kWh annually, extensive bike storage with showers and lockers, **14 EV charging stations** (with infrastructure for 28 more), and a rainwater harvesting system.

These elements are designed to support occupiers in meeting their sustainability goals whilst reducing long-term energy costs.

The unit is **fully electric** with net-zero regulated energy use and has achieved an **EPC A+ (-7) rating**. Embodied carbon has been measured, reduced, and mitigated in line with DTZ Investors' Net Zero Carbon Framework, positioning the unit for a **BREEAM 'Excellent' certification**.



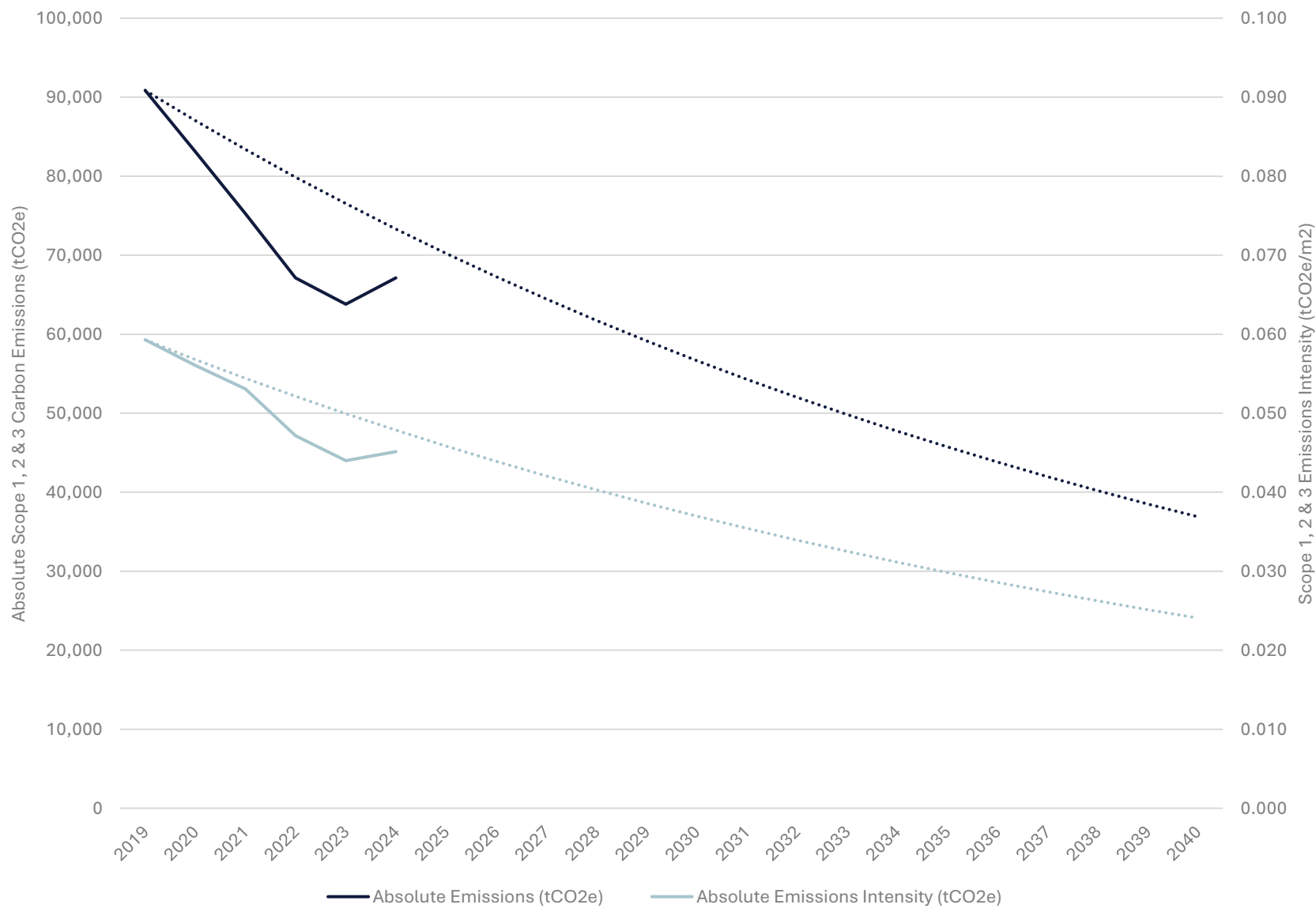
Our Progress to Net Zero in Focus

Maintained alignment with our pathway but increase in our Carbon Footprint



As part of our year-on-year transition to Net Zero, we have seen

- 26% reduction in total Scope 1, 2 & 3 emissions (vs 2019 baseline), but a 5% increase vs 2023
- 24% reduction in scope 1, 2 & 3 emissions intensity (vs 2019 baseline) but a 3% increase compared to 2023



A photograph of a modern gym interior. In the foreground, a woman in a black tank top is performing a shoulder press with a barbell. Behind her, another person is visible. To the right, a woman is lying on a bench, lifting dumbbells. In the background, two more people are working out near large windows. The gym has a high ceiling with exposed pipes and industrial-style lighting. A blue diagonal overlay covers the bottom left portion of the image.

IMPLEMENTING RESPONSIBLE INVESTMENT

Our RI Approach

We have built our approach to RI around four core pillars

To enable the delivery of our long-term ambitions and ensure that RI is embedded into everything we do, we have built our RI approach on four core pillars.

1. Leadership & Governance



Our leadership focuses on promoting an RI culture, where colleagues feel personally responsible for identifying improvements and delivering change as part of their day-to-day role, rather than assuming RI is the ESG team's responsibility. RI considerations are assessed across our business and investment processes ensuring consistent implementation of ESG factors in our governance.

2. Investment Process & Implementation



We implement RI across six stages of the asset lifecycle, with clear investment processes, tools, and checklists. We have invested heavily in developing a proprietary, online collaboration tool, the Asset Management Toolkit. This ensures all stakeholders have the data needed to make informed decisions in line with our RI goals.

3. Stakeholder Engagement



Stakeholder engagement encompasses a broad range of parties, including colleagues, clients, underlying managers, suppliers, occupiers, and local communities.

4. Benchmarking & Disclosure



Educating and engaging with clients, occupiers, our people and local communities enables effective decision-making and action that leads to positive environmental and societal impact across all corporate & real-estate activities.



Implementing RI Throughout the Property Lifecycle

RI is integrated into our processes at every stage of the investment lifecycle

Since the start of our RI journey, we have focused on embedding RI into the day-to-day roles of all our stakeholders that play a role in the management of our assets. This includes everyone from our board through to individual facility and site managers. To support this and ensure that this is done in the most efficient, consistent and high-quality manner, we have tools and processes across our Asset Management Lifecycle. This includes six key stages, including:

- **Responsible Investment Strategy**
- **Responsible Asset Acquisition**
- **Active Ownership**
- **Asset Improvement**
- **Benchmarking & Disclosure**
- **Sales Disciplines**

By developing our strategy around these six stages, we know that all activities that we undertake in relation to assets under our management are not only generating long term sustainable income for our clients but are also supporting a more sustainable future for our stakeholders and the wider environment.

We have developed clear processes, tools and checklists to ensure that all stakeholders, including asset managers, property managers and occupiers, have the necessary information to enable them to make informed decisions that follow the requirements of our RI programme.

With this information, stakeholders are empowered to go above and beyond just minimum standards and strive for best practice. This year, we have further integrated the assessment of transition risk and climate resilience into our strategy. In addition, we have redeveloped our biodiversity strategy, focusing on benchmarking our current performance and aiming to achieve net positive impacts on local ecosystems through diligent asset management and development practices. Alongside this, our new social value policy aims to improve our community engagement and social impact. This initiative is supported by the implementation of social value certifications across our managed portfolio.



In 2024, we enhanced our pre-acquisition Responsible Investment (RI) audit to deliver a more comprehensive assessment of a potential asset's ESG performance and to identify key opportunities for improvement. As part of this enhancement, we formally integrated Net Zero Audits into the pre-acquisition process, enabling us to evaluate the carbon performance of assets and understand the measures required to support our 2040 net zero transition. This audit informs our asset managers and clients about the ESG capabilities and decarbonisation potential of an asset, allowing for more precise capital expenditure planning prior to acquisition. By embedding this process into our RI Lifecycle, we ensure that acquisitions are aligned with our sustainability objectives and contribute to the long-term resilience of our portfolio.

Responsible Asset Acquisition

Aligning Investment Fundamentals with RI Excellence at Acquisition

Our acquisition strategy is designed to create local term sustainable value for our clients, and focuses on assets that meet several critical criteria;

- Located in highly-connected urban markets with robust public infrastructure and high land-use density;
- Favour reuse and repositioning over demolition or sale, aligning with sustainability goals;
- Can be transitioned to Net Zero Carbon (“NZC”) to meet our long-term environmental targets;
- Will prove resilient to a more variable climate without significant capital expenditure;
- Occupied by long-term users;
- Provide flexibility to add value through placemaking and engagement programs with occupiers and the community.

Potential acquisitions are screened against these requirements and due diligence is carried out pre-acquisition to identify potential ESG opportunities and risks to future occupation, operations and value. Issues with direct financial relevance are integrated into the valuation, IRR analysis and decision-making process.

Our value committee reviews the pricing analysis for capital transactions and verifies adherence to our processes and policies.

Recommendations are tested against objectives, risk parameters, and return requirements by the client investment committee, which holds fund teams accountable for delivering on the RI programme.

This year, we acquired a business in South-West London business park for our client, guided by the detailed RI policy requiring a thorough review of the assets' ESG credentials at acquisition. Located in the ‘Vauxhall Nine Elms Battersea Opportunity Area’ the area is poised for significant growth and enhancement of long-term value.

In alignment with DTZ Investors' RI policies, we conducted extensive surveys at acquisition to assess future capital expenditure needs, NZC transition potential, MEES compliance, and environmental risks like flood exposure.

A crucial factor in the success of our RI strategy is active engagement with occupiers. At acquisition, we reviewed our future occupiers' ESG ambitions and Net Zero targets, which informed our post-acquisition management strategy. Our initial management phase focused on developing a tenant engagement strategy and drafting a comprehensive Asset Improvement Plan based on our due diligence findings.

The intentions of this strategy is to support the long-term sustainability and resilience of our investment, aligning with our broader objectives of reducing emissions, generating social value, and sustaining returns.



100%
Of assets went through our asset
acquisition and due diligence process in
2024

100%
Of investments were screened against RI
Requirements

Asset Acquisition Spotlight

Goodmayes Retail Park, Chadwell Heath



Goodmayes Retail Park in Chadwell Heath is in a highly sustainable, densely populated urban area with good infrastructure links and strong demand for alternative uses, supporting long-term value.

A key component of the acquisition due diligence was a comprehensive review of ESG performance to identify both potential liabilities and opportunities for environmental and social improvement. This included reassessing EPC ratings to identify potential upgrades and conducting an environmental survey to ensure compliance with relevant laws, regulations, and standards.

A pre-acquisition net zero audit was also integral to the due diligence process. This audit evaluated the current environmental performance of the asset and identified opportunities for alignment with DTZ Investors' net zero targets. The findings, including estimated costs, were incorporated into the asset management plans for each unit. The audit covered the following categories:

- Certifications and Awards
- Energy and Carbon
- Water
- Health and Wellbeing
- Transport and Mobility
- Biodiversity
- Waste
- Community
- Innovation

Since acquiring the asset, DTZ Investors has begun implementing the asset improvement plan, with a focus on benchmarking energy, water, and waste consumption to identify key areas for improvement. In addition, tenant engagement initiatives have been launched to explore collaborative opportunities for enhancing sustainability performance and social value as well assessing the potential for PV installation to support on-site renewable energy generation.

Understanding our Clients' RI Strategy

It is critical that we understand our clients' objectives first

1. Understanding our Clients' Objectives

This includes return objectives, target allocation, RI objectives and priorities, risk tolerance, and any investment constraints the client may have. These objectives are reviewed and updated annually through ongoing client interaction.

2. Responsible Investment Style

Through combining economic and property market forecasting and research into global and local occupier RI trends with input from our RIC on RI market trends and regulation, we can identify the style of investment that will deliver sustainable value within our portfolio risk parameters.

3. Responsible Investment Allocation

Our favoured RI style is overlaid with an assessment of risk concentration for each fund, analysing strategic weightings; tactical exposures; and ESG risks to show forecast returns over the asset hold period. Understanding how to price ESG risk into this analysis is our key differentiator. This mitigates risk and provides an opportunity to spot market mispricing.



Printworks, Manchester has become a benchmark for innovative asset ownership and forward-thinking vision. In late 2024, Printworks received the prestigious **Technology & Innovation award** and was named a finalist for **Best Asset Management** and **Best Placemaking** at The Revo Awards. This recognition reflects the strength of our RI Management programme in not only delivering on client objectives but also driving asset performance and future-readiness in an increasingly competitive market.

In recognition of work carried out in 2024, DTZ Investors was the proud winner of Property Week **Developer of the Year (Retail, Hospitality & Leisure)** for the redevelopment at Printworks and shortlisted for **Outstanding Placemaking**, **PropTech Innovator of the Year**, and **Sustainability Initiative of the Year** awards. These nominations reflect our continued commitment to innovation and understanding of our client's objectives.

Active Ownership & Asset Improvement

Responsible Investment is built into every part of the asset lifecycle

We have worked to embed our Responsible Investment requirements into every level of our asset management cycle. Through systematic engagement with all relevant stakeholders, there is mutual understanding of this strategy across our suppliers, who in turn are encouraged to adopt the necessary governance procedures to ensure asset performance is monitored, benchmarked, improved and maintained on an on-going basis.

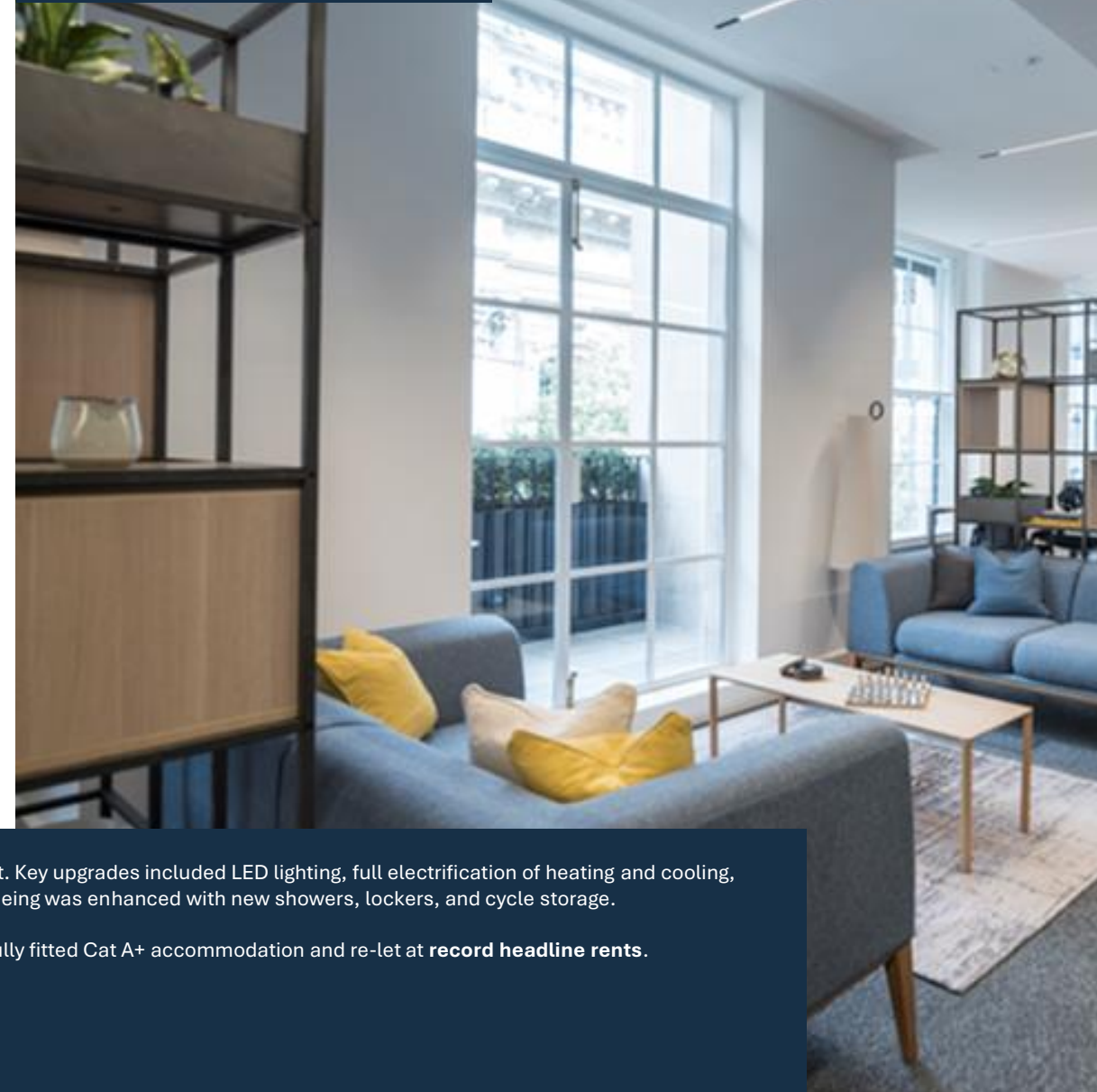
Within the ongoing management of our assets, there are key tools, processes and strategies that we utilise to do this.

In 2024, we have focused on:

- MEES compliance and improved quality of our regular reporting;
- Revising our climate resilience and climate risk management approach;
- Pre-acquisition net zero auditing, developing asset-level decarbonisation pathways & ESG related CAPEX plans;
- Baselining our social value performance;
- Identifying opportunities to generate more social value at each of our assets;
- Identification and implementation of PV opportunities across the portfolio.

Ultimately, these have ensured that we are continually progressing our assets towards our long-term objectives and supporting the development of a more sustainable future.

1-3 Royal Exchange Buildings, London



In 2024, DTZ Investors delivered a sustainable **Cat A+ refurbishment** across five office floors in this Grade II listed asset. Key upgrades included LED lighting, full electrification of heating and cooling, low-flow water fixtures, and indoor planting. Redundant furniture was donated to Business2Schools, and occupier wellbeing was enhanced with new showers, lockers, and cycle storage.

All five floors achieved an **EPC 'B' rating**, and we are targeting **BREEAM 'Excellent'**. The refurbished offices now offer fully fitted Cat A+ accommodation and re-let at **record headline rents**.

Active Ownership & Asset Improvement

Responsible ownership in every market

In France, we are addressing the requirements of the Décret Tertiaire, which mandates phased reductions in energy consumption for commercial buildings. With compliance deadlines now in effect, we are implementing targeted upgrades and energy management strategies across our assets to meet these regulatory requirements and ensure long-term value is maximised.

At Montagne De La Fage, in Paris a comprehensive redevelopment provided the opportunity to revitalise the asset; ensure ongoing compliance; enhance environmental performance; and deliver long-term sustainable value.

Reducing embodied carbon was a key objective. Responsible 'bio-sourced' materials were used for the wooden extension and the re-use of existing materials was prioritised during construction.

The installation of geothermal energy, solar panels, high performance insulation, heating resilience and optimised building management systems are expected to significantly reduce energy usage at the building.

The asset has been awarded the following environmental labels:

- **BREEAM: Grade Excellent, HQE: Grade Exceptional**
- **BBCA: Low Carbon Building label**
- **OSMOZ: (Ready)**
- **BiodiverCity: Grade ABCB**
- **WiredScore: Grade Platinum**
- **SmartScore: Grade Silver**
- **Circolab: Grade 1**

Montagne de La Fage – Paris 15



Active Ownership & Asset Improvement

Improvement through social value and biodiversity initiatives

Social value

We aim to create a positive impact beyond our four walls by embedding social value into our assets and landlord-procured activities. We have integrated social value KPIs into our property management agreements and enhanced our Asset Improvement Plans to include tenant and community engagement initiatives where applicable.

By establishing a baseline using RESVI metrics, we are assessing the social impact of our assets and identifying areas for improvement. These insights guide asset-level improvement plans and reinforce our commitment to delivering meaningful outcomes in the communities we serve. This independent certification through RESVI supports our data-driven approach to social value, helping us prioritise initiatives by asset type and align with best practices in community engagement, health and safety.

We continue to build partnerships with local charities and organisations to address community-specific needs—ranging from green space investment and inclusive design to education and employment programmes.

By disclosing outcomes through recognised metrics, we benchmark our progress, identify areas for growth, and share success stories that highlight the real-world impact of our initiatives.

Biodiversity

Building on our broader sustainability efforts, we are committed to measuring, protecting, and enhancing biodiversity across our operations and managed properties.

Measurement, Monitoring and Action:

We conduct baseline biodiversity assessments using the Biodiversity Net Gain metric to document habitats and species. Ongoing monitoring focuses on indicators like species richness and habitat quality, with data maintained in a central biodiversity database. These action plans are then integrated into our Asset Improvement Plans, outlining actions such as eco-friendly landscaping, green infrastructure, and the use of native species to support habitat creation and biodiversity net gain.

Stakeholder Engagement and Compliance:

We engage tenants and local communities in biodiversity initiatives, including tree planting and habitat restoration, to foster shared responsibility and awareness. We also ensure these initiatives are compliant with evolving biodiversity regulations and best practices. Biodiversity metrics and case studies are included in our ESG reporting, with annual updates shared with stakeholders.

Biodiversity Spotlight

As part of the redevelopment of 150 Trafford Park, an ecological appraisal was conducted, and a series of recommendations were implemented. These measures played a key role in helping us achieve a BREEAM “Excellent” rating. The actions delivered included:

- Trees and root zones excluded from all development impact areas.
- Additional planting introduced to enhance on-site biodiversity and habitat.
- Landscaping includes high-quality native species to support local ecology.
- Nesting boxes and bug hotels installed throughout the site.
- Vegetation removal avoided during nesting season to protect birdlife.
- Ecologist checked for nesting birds when works couldn’t wait.



Social Value Measurement and Implementation

Certifying assets through RESVI

We are using RESVI to establish a meaningful baseline and identify opportunities to improve the social value generated by our in-use real estate assets

Underpinned by the leading Social Value TOMS system, RESVI measures Social Value creation against a range of initiatives. We can gain a robust, comprehensive understanding of the Social Value delivered at our assets' locations, based on asset types – with data validated by the Social Value Portal team and aligned to the UN Sustainable Development Goals.

In 2024, our focus has been on collecting additional data from our 2023 assessments and certifying more assets across our portfolio using RESVI. These certifications are already proving valuable, serving as a foundation for developing a practical guide to creating effective social value plans and furthering our ambition to generate positive impact beyond our four walls.

► Total Social Value 'sv'

£9,632,147



Completed in 2024, our RESVI certification at Printworks, Manchester established an important benchmark with a 65% diagnostic score and a 2.56 grade and social value generation of over £9 million for the year 2023. This provided a foundation for progress mapping and the development of a targeted social value strategy, supported by bespoke recommendations. In 2024, these recommendations have been actively implemented - volunteering initiatives within Printworks have supported local supply chains and VCSEs, while the building has also provided space for local causes such as Sow the City. This organisation, with the help of community volunteers, maintains the rooftop garden, enabling meaningful community involvement in enhancing urban biodiversity.

Legislation Reviews, Monitoring and Compliance

We have mitigated the risk of non-compliance with MEES

We continually review legislation and requirements implemented by governing bodies. Through these reviews and the use of our integrated RI approach we can quickly and effectively manage risks, adapt our portfolio and stay ahead of any legislation.

Since April 2023, all existing leases on commercial properties must have EPC ratings of 'E' or above. It is expected that commercial properties will be required to have a minimum EPC rating of "C" by 2027 and "B" by 2030. This represents a significant challenge and equal risk if not managed effectively. 2024 was a pivotal year for us, during which we undertook a thorough review of asset EPC ratings and began planning targeted improvement works to meet the upcoming regulatory requirements.

As such, we have continued improving our strategy to continually review our portfolio exposure to ratings below "C", to identify the required CAPEX and improvement works to mitigate against any risk.

10%

EPCs rated A or above (by ERV)

58%

EPCs rated B or C (by ERV)

<1%

EPCs rated below E

Saville Street, Sheffield



In 2024 DTZ Investors successfully completed a lease regear with Sytner, the existing tenant, securing a longer-term commitment and enabling a major property upgrade. The asset, comprising 30,450 sq ft across two car showroom buildings, benefited from a 10-year lease extension, with Sytner investing approximately £5 million into modernising and enhancing the sustainability of the premises.

DTZ Investors appointed Cushman & Wakefield's project management and sustainability teams to review the tenant's plans and ensure alignment with the DTZI ESG Refurbishment Guide. Works included the installation of EV charging points, energy-efficient LED lighting, a new VRF heating and cooling system, double-glazed windows, and upgraded insulation.

As a result, the unit achieved a **B EPC rating** and now offers Grade A showroom accommodation, with the lease extended to 2037 adding **11 years of term certain** and significantly **enhancing asset value**.

Climate Risk, Resilience & TCFD

Measuring and mitigating climate risks within our portfolio

We manage a variety of assets across the UK and Europe and our operations impact a significant number of people and businesses. Therefore, it is imperative for us to have a clear plan in place to achieve net zero, report our progress and understand what risks exist in our portfolios that might act against our objectives.

By looking into different future scenarios and reviewing the impact of climate change on the landscape and populations around our business, we can mitigate negative impacts, develop an approach to climate resilience and clarify our route to a low carbon operating model.

In 2019, we integrated the recommendations of TCFD into our RI approach and report against these each year. We continue to report against the 11 recommendations outlined by the TCFD and each year we look to further extend our scope of reporting and our depth of analysis. In 2024, we once again updated our climate risk and vulnerability assessment to better understand which assets fall into low, medium, and high-risk categories, based on Spectra's physical risk scores (ranging from A to F). We also conducted a more granular analysis, evaluating unit-by-unit risk within high-risk assets. This ultimately allows us to accurately understand the probability and severity of climate impacts on our portfolio as we move towards the short, medium and long terms over different climate warming scenarios.

Through their Spectra platform, we can gain granular insight into the level of different physical risks that might occur at each of our assets under different warming scenarios with potential losses we may face.

We are now utilising this insight across the lifecycle of our assets from acquisition due diligence, to annual risk reviews and business planning, as well as informing sale decisions. To see more about how we monitor and manage climate related risks and opportunities within our business, please see our TCFD report.

Building on the progress we have made this year in developing our climate change risk assessments, and as signatories of the Better Buildings Partnership (BBP) Climate Commitment, we align with their definition of climate resilience. This year, and going forward, we are dedicated to further developing and implementing a comprehensive climate resilience plan that addresses the challenges posed by each of the three defined components of climate resilience: climate change mitigation, climate change adaptation and climate change disclosure, ensuring our assets are better prepared to withstand and adapt to future climate related impacts.



Climate X Portfolio Risk Profile



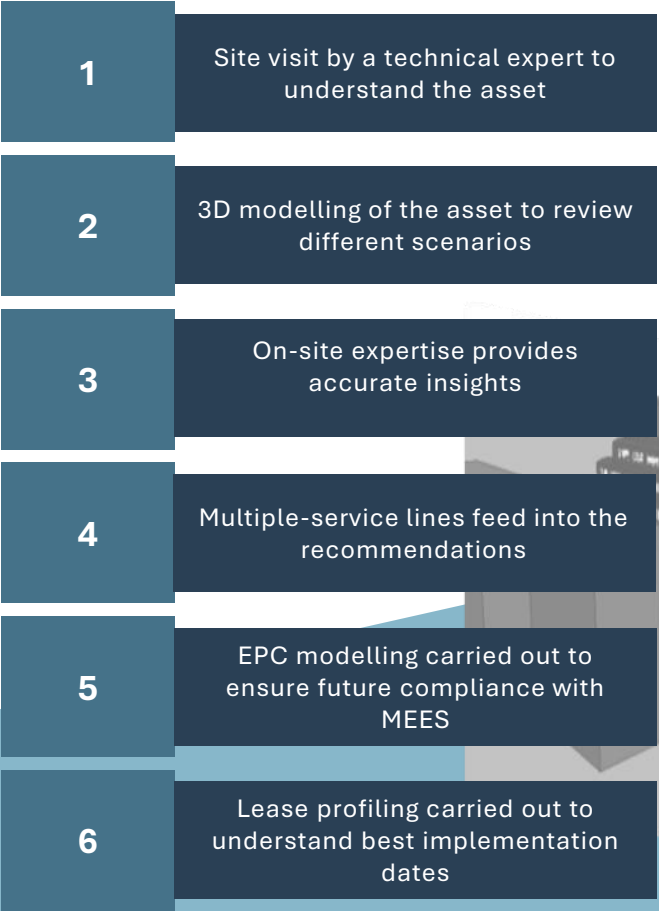
Net Zero Auditing & Business Planning

Integrating the costs of net zero into business planning is key to delivering our long-term targets

Delivering net zero is a complex challenge, further complicated by the diversity of assets we manage. Our assets vary not only in type but also in management style, occupant composition, geography, and age.

Building on the audit programme we initiated in 2022, in 2024, we strengthened our focus on net zero auditing during the pre-acquisition phase, enabling us to better identify the measures required to support our transition towards net zero by 2040. These audits aimed to assess the true cost of achieving net zero at an asset, alongside meeting minimum energy efficiency standards throughout the ownership period of newly acquired assets and our existing portfolio. For our existing portfolio, we continue to rollout net zero audits by prioritising high-risk assets and the most representative sample of assets within our portfolio. The insights and costings from these audits allow us to extrapolate findings to the rest of our holdings, enhancing our business planning and ensuring future cost forecasts are as accurate as possible.

As a result, we now have greater confidence in our business planning, enabling us to forecast portfolio success with increased precision and make informed decisions to advance towards a more sustainable portfolio. This aligns with and supports our long-term strategy.



Benchmarking and Disclosure

Transparency on our performance

Monitoring and reporting on the performance of our portfolio is critical. This allows us to demonstrate

- continued progress in our programme
- how we are moving along our journey to long-term targets and,
- performing against our peers.

We have put a thorough reporting process in place that ensures we are monitoring progress on a monthly, quarterly and annual basis.



TCFD – Public Supporter

We are proud to be a public supporter of the Task Force on Climate-related Financial Disclosures (TCFD), demonstrating our commitment to transparency and climate risk reporting.



GRESB – Global Sector Leader

In 2024, our funds achieved 21 Green Stars, and we were recognised as a Global Sector Leader by GRESB, reflecting our leadership in sustainability performance.

PRI – 5-Star Ratings

We received top ratings from the Principles for Responsible Investment (PRI):

- 5* Rated in Policy, Governance, and Strategy
- 5* Rated in Confidence Building Measures
- 5* Rated in Real Estate



Monthly
Reporting to the
RIC

Our RIC helps to develop our organisation's
RI direction and strategy

Our investment committees hold our fund
management teams to account on their
progress

Quarterly
Reporting to our
Investment
Committees

Annual Reporting to
GRESB

GRESB allows us to review our progress and
monitor performance against peers

Reporting to PRI ensures we are
implementing and aligned with best practice

Annual Reporting
to PRI

Annual Reporting
to our Clients

Our clients monitor our progress and ensure
that we are aligned to their expectations

Engagement with External Bodies

We need to collaborate with our peers to improve performance across the industry.

Delivering net zero and a truly sustainable future cannot be done by a single organisation. These are concepts that need to be delivered at a sector, country and global level.

To support this, we look to engage with industry bodies to support in the development and sharing of best practice within the real estate sector. By sharing our own experiences and knowledge and learning with other organisations, we will all be able to accelerate the delivery of net-zero in the real estate sector.

We engage with leading industry organisations, membership bodies and professional partnerships to support in the acceleration of net-zero.



As signatories of the **BBP Climate Commitment** we are committed to support in the development of clear guidance for the industry, encourage greater consistency in net-zero definitions and boundaries and help to improve spaces in line with net-zero.



We have been working closely with the **IIGCC** for several years to help shape policies and regulatory frameworks for the sector.



We have worked to support the development of the net-zero carbon building standard, specifically for the retail sector. Lending our knowledge, experience and expertise on how net-zero can be achieved within the asset class.



We work with **INREV** to share knowledge on the non-listed real estate sector. Supporting them to improve transparency, professionalism and best practices.



STAKEHOLDER ENGAGEMENT

Stakeholder Engagement

Making an impact beyond our four walls

We understand our responsibility to use our influence and reach to positively impact stakeholders within the boundaries of our operations. Consequently, we have developed and implemented robust tools and processes to ensure active engagement with these stakeholders wherever possible. Our aim is to drive ESG performance and extend our influence Beyond our Four Walls, creating meaningful change not only within our immediate operations but also across the wider community and environment in which we operate.

As part of this commitment, we recognise that strong occupier engagement is essential to achieving shared sustainability goals. We continue to foster open dialogue and collaboration with occupiers, with a particular focus on encouraging transparency around energy and sustainability data. By promoting data sharing and aligning efforts, we are better positioned to

track progress, identify opportunities for improvement, and deliver mutually beneficial environmental outcomes.

Key tools and processes that have been put in place include:

- Green leasing guidance and requirements.
- Refurbishment, redevelopment, new construction and fit-out guidelines for contractors and occupiers.
- Regular and structured occupier engagement meetings focused on ESG performance and collaboration.
- Initiatives to promote sustainability data sharing with occupiers.
- Supplier vetting around ESG requirements.
- Identifying charity partners to work to maximise community impact.

65%

Occupiers (in Core funds) shared their consumption data

100%

Of suppliers have gone through our vetting process

100%

Of refurbishment projects have utilised our ESG guidelines

>£21,000

Donated to our charity partners during 2024



Indirect Fund Engagement

We can use our reach to have a positive impact on people's lives

When investing indirectly, our control over the individual managers' RI practices is more limited. We have developed a manager selection process to ensure alignment with our RI standards. Year on year, we have expanded our engagement to include more detailed evaluations, as we continue seeking managers who not only meet but exceed our expectations in relation to RI performance. The selection process includes comprehensive due diligence, enhanced with a dedicated section on ESG criteria. This section has been prepared to assess various aspects of each managers' adherence to RI policies and to monitor the managers' performances against several key ESG indicators:

- Who is responsible for coordinating, monitoring and implementing RI issues at company and fund level.
- What resources the fund manager has in place dedicated to RI issues.
- Whether the fund is benchmarked by the Global Real Estate Sustainability Benchmark 'GRESB' and the fund's score.
- How environmental performance data is collected and monitored and its incorporation into the fund's investment process.
- The EPC and Green Building certificate ratings of the assets held in the fund.
- Compliance with ESOS Regulations (as applicable).
- Their approach to Climate Resilience and whether they adhere to the recommendations of the Task Force for Climate-Related Financial Disclosures (TCFD).
- Whether a commitment to Net Zero Carbon has been made at the fund level.
- Supply chain management and the fund's approach to social value generation

We also proactively engage and advocate for RI improvements within the funds in which we are invested. Following investment, we monitor these areas on an ongoing basis as part of our regular dialogue and through our annual assessment of the manager. Annual assessments are done through a tailored questionnaire that requires responses from each manager based on RI specific questions and indicators relating to the key indicators noted above.

By annually reviewing our assessment and the performance of our indirect mandates, we can identify where funds are utilising best practice and where some funds are falling behind the ever-evolving ESG landscape. Through individual feedback sessions, we are then able to support in the sharing of best practice with all funds.

This year, we continued our increased emphasis on the management of climate risk and climate resilience of the funds, as well as aiming to evaluate the long-term CAPEX strategy of the funds linked to ESG performance. We have also extended the scope of our questionnaire to include indicators on the biodiversity and social value policies of the portfolios.

In 2024, 36% of the retained funds saw an increase in their ESG performance, with 67% of the funds scoring >90% in the questionnaire. Overall, the funds show strong performance in their commitment to net zero goals, effective management of compliance risks and climate resilience



A photograph of a modern building facade with a grid-like pattern of windows and textured panels. A semi-transparent teal overlay covers the bottom left portion of the image, featuring a faint, larger-scale grid pattern. The text "OUR PERFORMANCE" is written in white, bold, sans-serif capital letters on the teal background.

OUR PERFORMANCE

Prioritising Sustainable Development

In developing our approach, we prioritised five United Nations Sustainable Development Goals that have the most material relevance to our business;



Ensure healthy lives and promote wellbeing for all at all ages.

Engage employees, occupiers and local communities in the workplace, and in and around our assets on health & wellbeing and workplace safety.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Value our employees and support occupiers through management of real-estate to provide suitable workplaces, and manage our supply chain to ensure responsible and ethical working practices across all our business operations



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Develop, renovate and operationalise assets sustainably.



Make cities and human settlements inclusive, safe resilient and sustainable.

Revitalise our assets through placemaking and adding sustainable value



Take urgent action to combat climate change and its impact.

Continue to commit to environmental stewardship and reducing environmental impact of the assets we manage on the behalf of our clients.

Key areas targeted for the improvement of environmental and social impact



Net zero



Biodiversity & Habitat



Air Quality Management



Climate Change Risk



Transport & EV Charging



Sustainable Procurement



Carbon Emissions



Stakeholder Engagement



Occupier Satisfaction



Energy Usage & Intensity



Social Value Generation



Health & Safety Procedure



Water Efficiency



Waste Production & Disposal



Fair Labour Practices



Renewable Energy



Stakeholder Health & Wellbeing



Diversity, Equity & Inclusion

Our Environmental Performance



Environmental Performance Metric	Unit of Measure	Type	2019	2020	2021	2022	2023	2024
Landlord electricity consumption	kWh	Absolute	16,888,335	21,670,068	16,500,227	15,178,558	16,813,537	14,232,073
		Like-for-like	6,169,240	5,162,386	5,204,892	4,912,087	4,396,768	4,322,423
Landlord electricity from renewables	% of total	Absolute	100%	100%	100%	100%	100%	100%
Landlord natural gas consumption	kWh	Absolute	8,974,477	7,805,643	10,448,857	12,010,855	8,052,121	4,208,129
		Like-for-like	2,532,407	2,524,132	3,737,719	3,101,434	1,034,139	880,060
Scope 1 & 2 (landlord) GHG emissions	tCO ₂ e	Absolute	5,967	6,487	5,417	4,886	4,955	3,716
		Like-for-like	2,035	1,662	1,754	1,508	1,097	1,056
Scope 1 & 2 (landlord) GHG emissions intensity	tCO ₂ e/m ²	Absolute	0.057	0.044	0.042	0.044	0.036	0.033
		Like-for-like	0.072	0.059	0.062	0.053	0.039	0.037
Tenant data coverage (Electricity, gas and water)	% of floor area	Average	8%	19%	32%	52%	60%	65%
Tenant electricity consumption	kWh	Absolute	169,226,116	169,157,996	175,013,473	166,659,423	155,431,521	148,602,574
		Like-for-like	135,292,931	140,988,375	151,948,771	147,179,758	141,922,611	138,307,017
Tenant natural gas consumption	kWh	Absolute	233,826,660	208,607,717	183,069,493	170,218,284	151,257,233	175,425,935
		Like-for-like	172,581,128	159,786,090	148,190,486	139,026,893	132,303,612	156,795,905
Tenant GHG emissions	tCO ₂ e	Absolute	85,245	76,826	69,754	62,391	58,926	62,854
		Like-for-like	66,310	62,250	59,406	53,840	53,591	57,314
Fuel & Energy Related Activity GHG emissions	tCO ₂ e	Absolute	868	944	1,321	1,026	1,082	837
		Like-for-like	299	241	430	345	251	242
Upstream Leased Asset GHG emissions	tCO ₂ e	Absolute	18	16	12	16	45	45
		Like-for-like	18	16	12	16	45	45
Waste Generated in Operations	tCO ₂ e	Absolute	62.7	40.3	41.1	58.3	42.0	17.6
Scope 3 GHG emissions	tCO ₂ e	Absolute	86,330	77,996	71,172	63,532	60,161	66,970
		Like-for-like	71,671	66,724	62,694	56,900	56,477	60656
Scope 3 GHG emissions intensity	tCO ₂ e/m ² (NLA)	Absolute	0.051	0.048	0.045	0.040	0.040	0.043
		Like-for-like	0.054	0.050	0.047	0.042	0.042	0.044
Landlord water consumption	M ³	Absolute	145,419	248,939	120,529	127,400	137,959	187,797
		Like-for-like	14,247	11,723	7,594	3,381	7,632	-
Landlord waste production	Tonnes	Absolute & like-for-like	2,976	1,912	1,963	2,765	4,925	2,737
	% of total	Recycling Rate	46%	52%	51%	56%	56%	64%
F&G rated EPCs	% of ERV	-	-	-	3.30%	2.0%	1.10%	1.10%

Clarifications in our data

- Reporting is done on an absolute and like-for-like basis for the aggregated environmental performance data of all discretionarily managed assets.
- Disclosures have been prepared in alignments with (INREV) guidelines for ESG disclosures and checked by external consultants Cushman and Wakefield.
- 2024 Scope 1, 2 and 3 emissions have been externally verified by AESG.
- Aligned with our financial reporting, GHG emissions relate to each respective calendar year.
- We have used a financial control method to outline our carbon footprint boundary.
- We have measured emissions based on the GHG Protocol Corporate Accounting Standard and emission factors provided by the UK's Department for Business, Energy & Industrial Strategy (BEIS).
- GHG Emission Intensity includes reporting only on internal areas where floor area served by the energy supplies is known or can be reasonably estimated.
- As we have been consistently collecting occupier data for the past few years, we have developed a data hierarchy for inclusion in our GHG calculations based on the following:
 - Actual data received from tenants (invoices, HH data, etc)
 - Aggregated data received through central data portal (Electralink/Perse)
 - Estimations based on historical data
- Where gaps still exist in tenant electricity and gas consumption, these were addressed using industry 'typical practice' benchmarks from CIBSE Guide F and calculated using asset class and floor area.
- Scope 1 and 2 emissions intensity figures do not include consumption or floor areas associated to vacant areas where consumption is the responsibility of DTZ Investors.
- Upstream leased asset data was not available before 2021, so an average consumption figure was taken from the available data
- A location-based emissions reported methodology has been utilised in order to help clarify the actual reductions in consumption levels. Therefore, the purchase of renewable electricity by DTZ Investors and tenants is not considered within emissions reporting.
- Reported data covers all discretionarily managed asset.



Progress against our RI targets

Alignment to Pillar	Target	Progress
<div>Environmental*</div> 	Complete long-term scenario modelling for portfolios under management.	Pre-acquisition net-zero audits are now completed for all new acquisitions across the portfolios. The net zero costs identified within these are integrated into business planning for all assets
	Reduce landlord-controlled carbon emission intensity (by floor area) by 50% by 2030 from a 2019 baseline	Absolute Scope 1 & 2 emissions have fallen by 38% and like for like emissions have fallen by 48% since 2019
	Decarbonise 50% of assets (removing use of gas and other fossil fuels) for heating and hot water by 2030, 75% by 2035 and 100% by 2040	Asset decarbonisation is being prioritised whenever an asset becomes vacant.
	Asset Improvement Plans (AIP) held on every multi-let asset	AIPs are held on all multi-let assets
	Target BREEAM certification for all new construction and major refurbishments including undertaking life cycle analysis (LCA) assessments to inform more sustainable design options	Achieving a BREEAM certification is a core part of our new development and major refurbishment guidelines. 4 LCAs have been completed or instructed since 2022. These LCAs will help develop an embodied carbon baseline.
	Zero landlord-related breaches in environmental legislation	Zero breaches in MEES legislation and a significant reduction in F&G rated EPCs was achieved.
	Collect and track tenant related carbon, energy, water and waste impacts. 75% collection rate by 2030, and 90% by 2035. (remaining 10% based on low energy consuming tenancies and estimation)	100% of landlord energy data has been collected. 65% of tenant energy data was collected in 2024 for core funds (not new or sell-down funds), as an average of electricity and natural gas.
<div>Social Impact</div> 	Zero Waste to Landfill & recycling rate of 75% for landlord-controlled waste by 2025	No landlord waste went to landfill, and an 64% recycling rate was achieved in 2024.
	Reduction in water usage by 10% from a 2019 baseline by 2025.	2024 saw a 29% increase in absolute water consumption compared to the 2019 baseline (36% increase compared to 2023) driven by additional captured data in the COLIV portfolio and at Railway Triangle (SPF).
	Embed social value commitments and targets across all portfolios and landlord procurement activities through our operations and third party appointed Property Managers	Social value key performance indicators have been included into our property management agreement for the majority of our portfolio and new initiatives are being targeted to maximise the generation of social value at our assets.
	Embed our RI Development & Refurbishment Framework in all projects with external project managers	All refurbishments, fit outs and new developments must follow our guidelines
	Engage all occupiers on environmental impact through data sharing and distribution of occupier guidance & tenant fit-out guidelines	Where possible, all tenants have been engaged with on the collection on utility data. Quarterly meetings being held with tenants within multi let assets regarding utility performance. Green clauses are being included in new leases to promote data sharing.
	All assets, where public realm and place making is a strategic objective in the asset plan, ensure there is a dedicated tenant and community engagement plan	Tenant and community engagement plans have been implemented for all applicable sites

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