

Urban&Civic

Sustainability Framework



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A message from our Chief Executive

Urban&Civic is bound by a collective determination that business results and positive societal and environmental impact can and should be mutually reinforcing. Our organisation was created to challenge the standard approaches to large-scale housing delivery through the Master Developer model.

As the number of projects under our stewardship continues to expand, we have produced this document to help formalise our approach to sustainability. Every year, our intention is to drive ambition and ensure consistency across our operations. We are committed to building modern communities whilst minimising our carbon impact, enhancing biodiversity and facilitating health and wellbeing across all our sites. We also endeavour to foster sustainable local employment and business opportunities in the areas where we operate.

Addressing global sustainability challenges, we have mapped our business against the United Nations Sustainable Development Goals. This in turn has informed the definition of five overarching objectives, utilising the Five capitals model, to develop a Framework that can guide our approach and maximise potential to make a positive difference.

We are proud of our achievements to date and see this Framework as just the start. We are grateful for the ongoing support of our trusted partners and welcome feedback on our overall approach and our aspirations. Most of all, we look forward to continuing our momentum over the course of 2022 and beyond, and to leaving a legacy of which we can all be proud, making places which are both cherished locally and recognised internationally.

Nigel Hugill
Chief Executive



Introduction



Our sustainability responsibility

With each generation, housing and development have lessons to learn and key priorities to achieve. But in the early 2020s, we find ourselves in a unique position of responsibility and potential. With the future of the natural world in peril, we must not only act, but intend to lead the charge on more sustainable ways of living, working and developing.

Our Sustainability Framework is our pathway to playing our part in tackling the three greatest challenges of our age: climate change; nature and biodiversity; and a holistic culture of health and wellbeing of our communities. These interconnected challenges are for all of us to take on, to improve the quality of life for all of us and for the next generation.

As the creators of new places, Master Developers have a responsibility and opportunity to design new communities in a way that tackles these key issues head on. We can build sustainable approaches into our design and development processes from the very beginning, foregrounding these key issues and ensuring that they are top priority.



Covid-19 has shown us how quickly behaviour and actions from businesses, governments and individuals can change during a time of crisis and urgency, and the impact that those changes can have on elements such as our mental and physical health and the importance that we attach to the quality of the environment within which we live. Whilst it has been a time of great distress and difficulty, the pandemic has demonstrated that a determined call to action can help humans overcome even the most life threatening of challenges.

Introducing our Sustainability Framework

This document outlines the Sustainability Framework which governs Urban&Civic's entire operations and internal functions. It formalises our commitment to sustainable business practices and continuous environmental and social improvements across our portfolio.

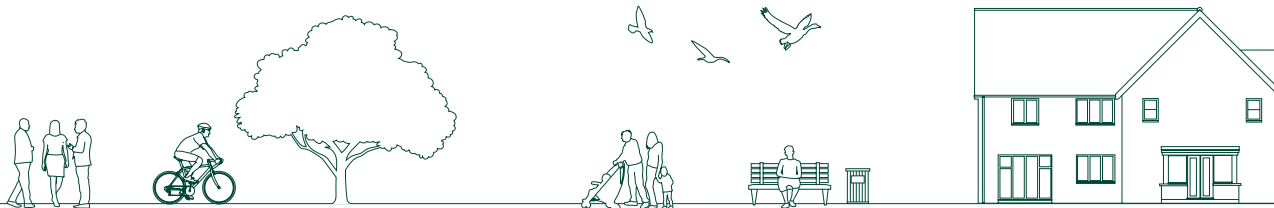
The launch of our Sustainability Framework reflects the continuation of a journey which, for us, started with the formation of Urban&Civic over ten years ago. We are proud that we have always worked with sustainable development principles as the starting point for what we do, and that we have consistently recognised the value-generating potential of a sustainable approach for all our stakeholders.

Over the last two years, during a time of growth and development for the business, we have worked across the organisation to formalise our approach to sustainability governance at a business and a project level. As an increasingly complex and multi-faceted business, with a growing portfolio of Strategic Sites, the Sustainability Framework is designed to be a living document which works to support the complexity and nuance of our needs.

Building on a sustainability review undertaken in 2019, this Framework provides a set of minimum standards designed to apply across Urban&Civic's portfolio. This document shares two important and mutually reinforcing responses to support our role as a Master Developer. Firstly, from page 14, we introduce our three universal challenges. These are challenges that have been recognised by Urban&Civic as internationally important for all sustainable development and draw on the UN SDGs. Secondly, from page 23, we share our Five capitals model, which is our methodology for categorising, measuring and realising sustainable value creation through our activities.



We can build sustainable approaches into our design and development processes from the very beginning, foregrounding these key issues and ensuring that they are top priority.



Introduction continued

These capitals are derived from Urban&Civic's wide-lens concept of value creation, for both our shareholder and for our wider stakeholders, and cover the physical, social, economic, natural and human dimensions of sustainability.

In addition to key priority areas of action, the Framework introduces specific metrics and targets to ensure business-wide compliance with our strategic objectives. It sets out the approach and expectations for the sustainable and successful delivery of strategic land sites. It also encompasses our internal operations including people management, stakeholder engagement and management of owned facilities.

The metrics and performance requirements apply to Urban&Civic's activities and operations, covering both internal and external impacts. From these KPIs will flow site-specific actions that develop the sustainability at a development level. We will report annually on our performance, and on any development of these metrics due to re-prioritisation of efforts, through our Annual Report and through sustainability focused updates.

Our sustainability governance and our stakeholders

A clear understanding of sustainability governance is of paramount importance to Urban&Civic, as it helps to increase accountability and transparency and to maintain strong, open-dialogue relationships with trusted partners, local communities and our employees. As always, this approach is based on our values of quality, integrity, passion, partnership and innovation.

A key step in our Sustainability Framework has been to establish a robust governance structure and define responsibilities across core functions to ensure that there is clear ownership of each element. Accountability for our Sustainability Framework sits with the Board, and then flows down through the business, through the Executive Management Committee (EMC) and its members. Reports are submitted to and heard at each EMC and Board meeting, with associated requests for discussion and direction on policy and development. The implementation of our Framework at an operational level is then delivered under the governance of a single EMC member, supported by other EMC colleagues. At metric level, each metric is assigned a lead person(s) from the EMC to drive forward the inclusion of the metric within the development business models and in gathering the year-end data for validation.

Each of our sites has Sustainability Working Groups, which feed up through their respective Strategic Development Committees (SDC) into the EMC and share frequent updates on actions, achievements and queries. Our sustainability objectives and metrics, which sit under the Framework, are independently reviewed, a process which is monitored by our Head of Sustainability. The Head of Sustainability acts as the champion for sustainability in the business, horizon scanning for the continual improvement we strive for, and as a multi-way liaison interacting between the different levels of the governance structure and monitoring, capturing and checking the flow of information needed at site level whilst capturing and checking data being produced by those sites. This includes the commissioning of third party validation of our progress when measured against our metrics, either through independent verification and documentation or statutory declaration.



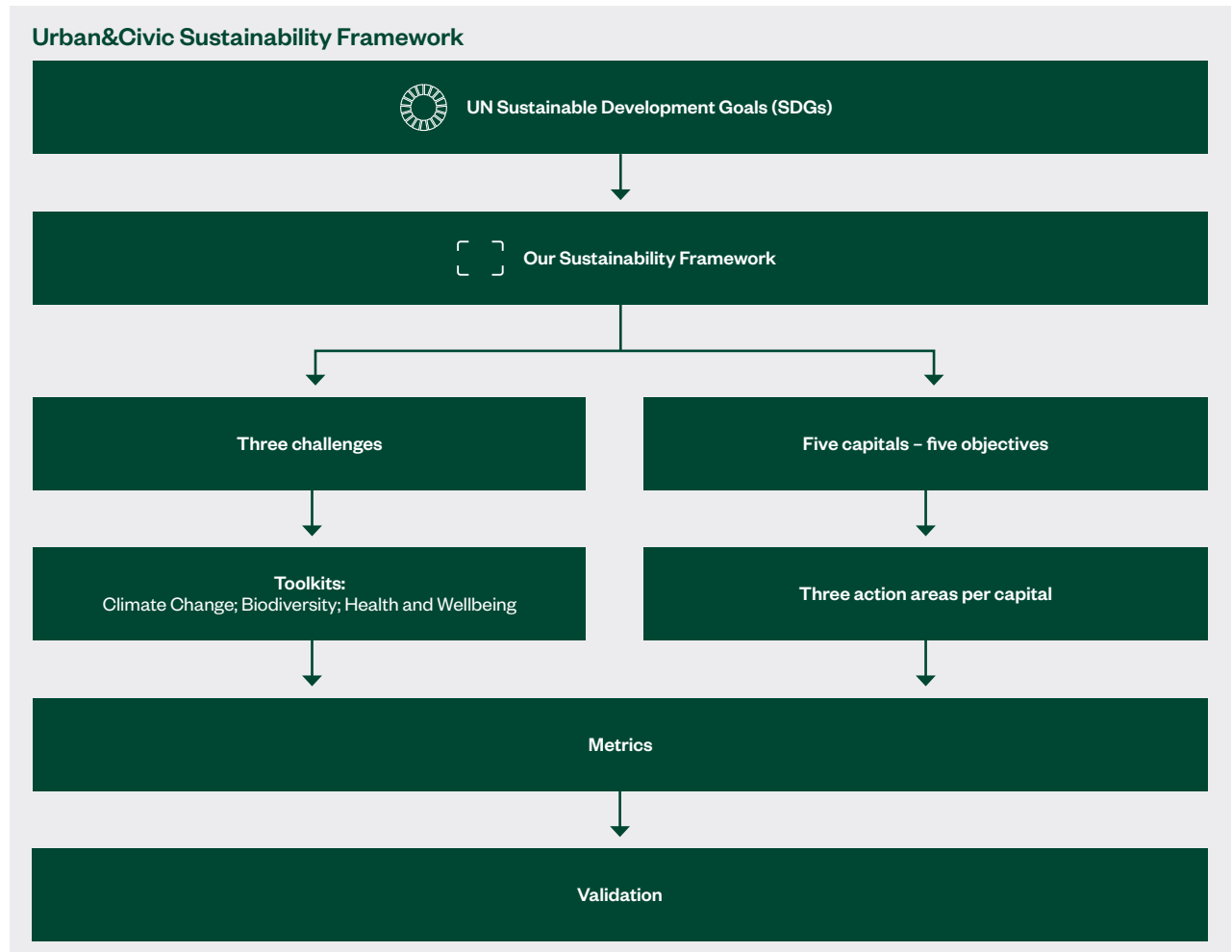
Who is this Framework for?

This Framework is intended to provide guidance to anyone who interacts with Urban&Civic and has been built with consideration of the needs of our seven key stakeholder groups (please refer to page 8). Performance metrics and targets clearly indicate their relevance to one or more stakeholder groups so that each party can easily navigate the Framework and understand their role. We intend for our governance, measurement, monitoring, target-setting and decision-making processes to be accessible to all stakeholders, and welcome feedback on all elements of this document. While the Framework predominantly focuses on metrics and targets which apply to Urban&Civic direct operations, this document should be regarded as a stepping stone for further engagement with all stakeholders.

As outlined above, this is not a static tool. The Framework is designed as a “live”, progressive methodology. It will be updated and adapted regularly to meet the changing business requirements and stakeholder expectations to ensure it continues to support our business objectives and our vision to create beautiful, sustainable and community focused places where housebuilders want to build, and people want to live and work.



Urban&Civic’s Sustainability Framework is designed as a “live”, progressive methodology.



Our purpose, vision and values

Our purpose

We work at scale and with partners who value quality, to create beautiful, sustainable and community focused places where housebuilders want to build and people want to live.

Our vision

As the leading Master Developer of large-scale Strategic Sites, we strive to be proud of the sustainable communities we are crafting, the quality of placemaking we are delivering and the challenges that we are overcoming through shared innovation and passion.

Our values



Quality
We deliver places, environments and outcomes of which we are proud.



Integrity
We keep our promises and do the right things.



Passion
We love what we do and always strive to do it ever better.



Partnership
We build strong, lasting relationships based on trust and shared values.



Innovation
We are unafraid to do things differently.



About us

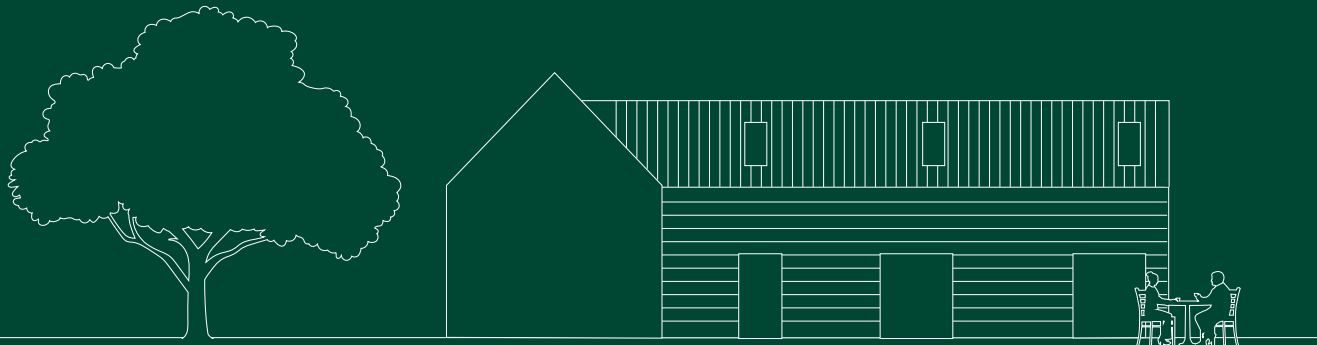
Urban&Civic as a market disruptor

The delivery of housing to meet the targets identified by government has historically suffered from an inefficient contribution from large-scale strategic developments. Urban&Civic was specifically created to disrupt the established system and offer a new approach. Through our innovative housing development business model, we de-risk the land acquisition and planning process through the conversion of large blocks of unconsented raw land for which there is an extremely limited market into oven-ready parcels of fully serviced land for which there is both a mature and growing market from housebuilders. We place particular emphasis on brownfield land to help bring underutilised sites to use to maximise the residual value of previously developed land and create local opportunities for economic growth.

The Master Developer operating model enables us to work with like-minded partners to shape the vision for a new community right at the start of the planning process. This approach not only helps accelerate large-scale residential delivery but also improves the quality of delivery through higher levels of consistency in management and coordination.

The Master Developer approach is also “future-proof” as it can accommodate new types of housing delivery vehicles entering the market. We aim to create highly flexible delivery mechanisms that allow changes over the lifetime of a project. Embracing this agile operating model allows us to continually evolve and adapt to the rapidly changing external environment.

When applied to our Sustainability Framework, this enables us to set our vision as part of the phase design guides we establish through planning, setting forward-thinking goals on carbon reduction or biodiversity net gain, for example, that our consultants, contractors and house builder partners then need to achieve.



About us continued

Who we are

Urban&Civic's highly scalable team brings together the significant expertise and experience necessary to accelerate the delivery of high-quality and sustainable new communities including financing, land assembly, planning, project management, development and estate management. We also have smaller dedicated teams focusing on shorter-term commercial developments and smaller scale land promotion.

What we do

At the core of our business are our strategic developments located predominantly within 100 miles of London. As Master Developer, we take responsibility for obtaining planning and delivering the sustainable green, grey and community infrastructure to establish high-quality places within which we market fully serviced land parcels to housebuilders. We also ensure that the scale and longevity of our investment benefit local communities through opportunities, partnerships, jobs and training. Our commercial developments and smaller scale land promotion are respectively delivering investments in strong markets and housing in locations of proven need.

What we believe

As a Master Developer we take on a responsibility not just to our immediate stakeholders but to society in the widest sense. Our sphere of influence is extensive, encompassing places where people work, play and live their lives. We believe strongly that the creation of value does not happen from the exploitation of resources, and does not just produce financial outcomes, but instead that value is created through groups of people working together to enhance places and create Natural, Human, Economic, Physical and Social capital.

Who we work with

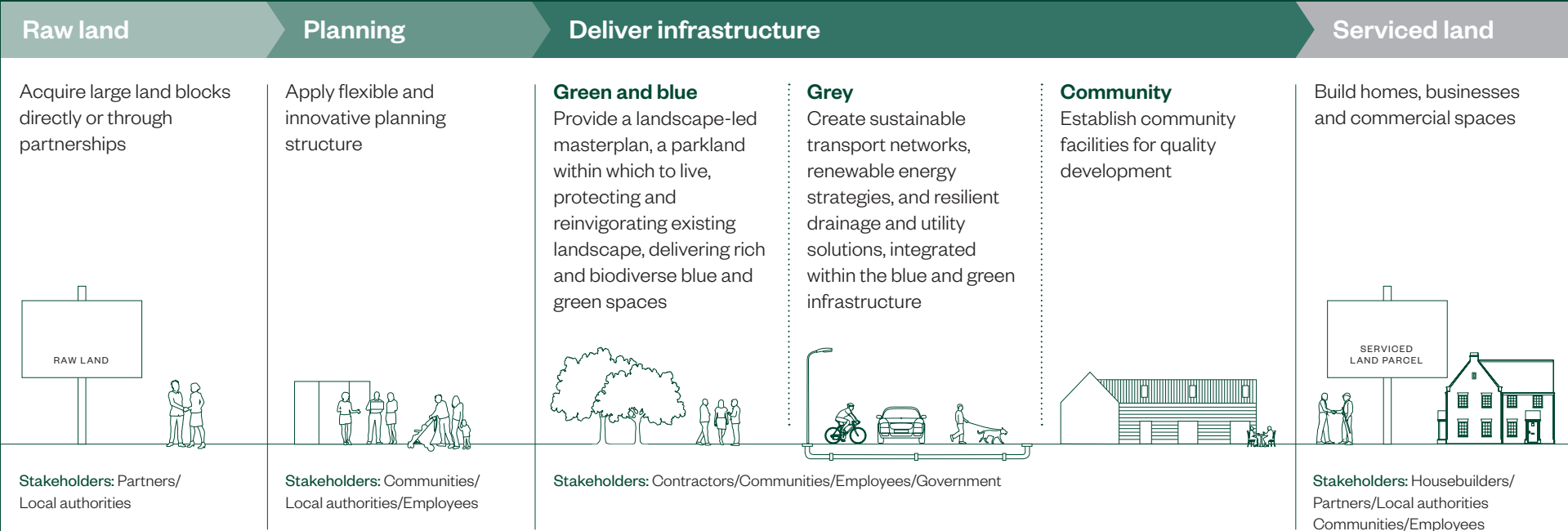
Working in partnership with a wide variety of stakeholders is at the heart of successfully delivering Strategic Sites. We have one shareholder, Wellcome Trust. Our customers include multiple organisations in the increasingly diverse housebuilder market. We have partnerships with landowners who share our aspirations for a quality legacy. We build long-term relationships with planning and highway authorities and strong bonds of community with the local people and groups that live in and around our sites. See Figure 1.

Our key stakeholder groups

-  Shareholder
-  Employees
-  Customers
-  Suppliers and contractors
-  Partners
-  Local communities
-  Government and regulators

Figure 1

Our model



A TIERED APPROACH

Urban&Civic takes a “tiered” approach to the planning and development of Strategic Sites. The following three tiers are usually followed for the submission of planning applications: Tier 1 – Site-Wide Planning; Tier 2 – Key Phase Planning; and Tier 3 – Reserved Matters Planning. Our approach to the three universal challenges, through the creation of step-by-step Toolkits, reflects these tiers to support a consistent approach for our teams. Similarly, our Five capitals include key performance indicators underneath each action area which allow us to monitor our activity across each tier. This approach needs interwoven into our annual business plans in order to continually drive a recognition of the evolving strategy required each year across the development work streams

UNIVERSAL CHALLENGES

Climate change

Biodiversity

Health and wellbeing

THE FIVE CAPITALS SITTING UNDER OUR SUSTAINABILITY FRAMEWORK



Physical



Social



Economic



Natural



Human

Our Sustainability Framework

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1. Pathway to sustainable development

Sustainable development, defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs, is increasingly prioritised at the heart of global governmental and business investment. An approach to development that focuses on intergenerational stewardship of our shared resources is not only both efficient and equitable, but also supports the global population in tackling universal challenges, including climate change, biodiversity, and health and wellbeing.

At a global level, sustainable development principles are also aimed at eradicating hunger, poverty and lack of access to necessities, and supporting the safeguarding of human rights. Enshrined in the United Nations SDGs, agreed via international negotiation in 2015, are seventeen targets that the world intends to reach by 2030. These are vast and ambitious goals, which seek the improvement of life around the planet. We have used these goals as steers for our own approach to sustainable development at a Company level.

Of the seventeen goals, we have identified nine where we are able to make the highest impact as Urban&Civic. This is discussed in greater detail, including at the underlying indicator level for each goal, on page 21. The diagram on the opposite page demonstrates how the Sustainability Framework responds to our three agreed universal challenges, and how we strive to maximise our contribution to the achievement of the SDGs through our five capitals approach. These international goals are embedded throughout our Framework and underpin our decision-making processes. Through regular reporting and target setting, we disclose our performance against each of the capitals and so demonstrate our support for the SDGs.

We recognise that some of these impacts will mature with time, though have developed a medium term approach with metric targets set at 2025 as a stepping stone towards prolonged and progressive improvement across all aspects of our Five capitals approach.



Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.





Universal challenges



UN Sustainable Development Goals



Five capitals approach



Our Sustainability Framework

Transparent disclosure and communications

Climate change

Biodiversity

Health and wellbeing



Quality education



Affordable and clean energy



Decent work and economic growth



Industry, innovation and infrastructure



Reduced inequalities



Sustainable cities and communities



Responsible consumption and production



Climate action



Life on land



Physical



Social



Economic



Natural



Human

Sustainability Framework document (this document)

Objectives

Action areas

Metrics

Sustainability reporting

Annual Report

Community and stakeholder engagement

Technical validation Reports

SECR and other regulation-specific declarations

+ Read more on page 14

+ Read more on page 20

+ Read more on page 23

+ Read more on page 27

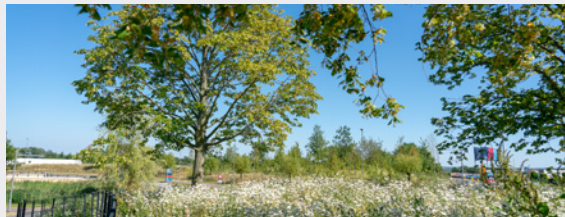
1.1 Universal challenges



It is our firm belief that to be successful and sustainable, development must respond effectively to three universal considerations. These are international challenges, and we are determined to address them as Master Developer of the built environment. These challenges and the UN Sustainable Development Goals provided the starting point for our development of the five capitals and their associated action areas and metrics.

These three universal challenges are as follows:

Climate change



65 per cent of global carbon emissions can be traced back to infrastructure and the UK's homes contribute over 25 per cent to our national greenhouse gas emissions. Any new development must strive to minimise its footprint and implement a demonstrable and realistic route to the UK's net zero target.

Biodiversity



The world is experiencing a crisis of nature and extinction. Whilst the situation in the UK is less severe than in some parts of the world, sustainable development must mitigate its impact on local habitats, plants and wildlife, to contribute towards a greater and enhanced net gain in local biodiversity.

Health and wellbeing

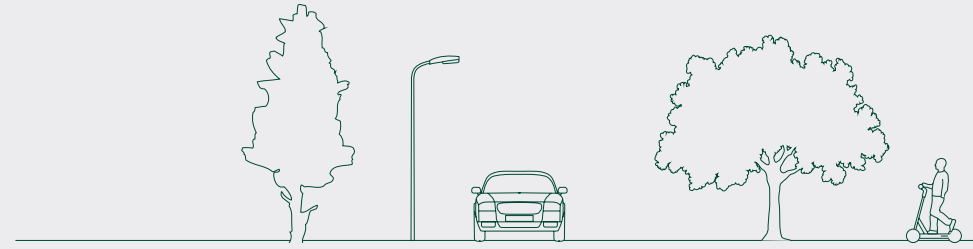


Understanding the importance of health and wellbeing to happiness, productivity, community and prosperity has become increasingly important in recent years. Through the design of new developments and a wellbeing-led commitment to all our stakeholders, people can be motivated to embrace active, healthy lifestyles and enabled to be sociable, community driven and content.

We have produced three Toolkits for our teams, to guide them in addressing these challenges in their day to day work. These Toolkits will form part of an enhanced training programme for all Urban&Civic colleagues. The Toolkits have been developed from key pieces of work undertaken over the last two years, born out of extensive research and consultation across our stakeholder and consultant network. Our Carbon Baseline and initial Reduction Opportunities Report underpin our Climate Change Toolkit, and the development of our biodiversity work and Health and Wellbeing Strategy documents in 2021 supported the evolution of these Toolkits.

The Toolkits provide our current vision and direction to our team, our designers and representatives charged with delivering the Urban&Civic Sustainability Framework across our development portfolio. They are written to be flexible and responsive and will be reviewed every two years.

In detail: Climate change



Why is climate change a universal challenge?

Carbon related gases such as carbon dioxide and methane are one of the largest components of greenhouse gas emissions (GHG). They not only create toxic air but also contribute to climate change and associated risks including flooding, extreme heat, drought, illness, and as-yet unidentified impacts brought about by global temperature rise tipping points. Climate change is a global challenge, but its impacts are unfairly distributed. Many countries that are not high carbon emitters are expected to feel the greatest impacts, while those polluting are not held responsible.

In 2015, the historic Paris Agreement brought almost all nations together in the first multilateral binding treaty to limit temperature increases to “well below 2 degrees” compared to pre-industrial levels. In 2018, the Intergovernmental Panel on Climate Change (IPCC) confirmed in a publication that, in order to mitigate the most devastating impacts of climate change, the Paris Agreement must be upheld and GHG emissions must peak as soon as possible, and the world moved to climate neutrality by 2050. The latest IPCC Report, part of the sixth assessment cycle issued in August 2021, was considered a ‘Code Red’ for humanity calling for immediate, rapid and large-scale reductions in GHG emissions, if the target of 1.5oC, or even 2oC is to stay within reach. The report showed that human actions still have the potential to determine the future course of climate, but time is running out. In 2021, the UK hosted the 26th Conference of Parties (COP26) at which countries across the world pledged to bring their peak emissions targets ever nearer – but there is still a great deal to do to ensure these goals are achieved.

What is the landscape of climate change in the UK?

Reflecting the IPCC’s urgent call for action, the UK Committee on Climate Change published Net Zero – The UK’s contribution to stopping global warming, identifying a route for the UK to achieve the net zero target. In 2019, the UK Government joined a number of other nations in declaring a climate emergency and the target was ratified into law, meaning the UK has a legally binding obligation to reduce its emissions to net zero by 2050 at the latest.

Due to its emissions contributions, the housing sector, and development in particular, has a vital role to play. Any new residential-led development must minimise its footprint from day one and demonstrate a realistic route to achieving net zero carbon in future.

What will Urban&Civic do?

Our belief in inclusive prosperity and our support for the SDGs make action on climate change a core motivator for us. Our aim is for all people and communities to live more active, healthier and greener lives, with less concern about issues like air pollution and other climate related health risks. The Toolkit we have developed outlines in greater detail our approach to climate change and carbon emissions, and our key activities are outlined below.

1. Term used by UN Secretary-General Antonio Guterres’ statement on the report (<https://www.un.org/press/en/2021/sgsm20847.doc.htm#:~:text=Statements%20and%20Messages-Secretary%2DGeneral%20Calls%20Latest%20IPCC%20Climate%20Report%20Code%20Red%20for,Irrefutable%20Evidence%20of%20Human%20Influence&text=Global%20heating%20is%20affecting%20every,%C2%BC%20is%20perilously%20close.>)

In our development process, there are five key stages where we can implement carbon reduction and net zero approaches:

1. planning, which includes site selection and strategies before hitting the drawing board;
2. concept design, which includes the masterplan, infrastructure and building design up to detailed development;
3. detailed design and procurement, which includes specification and input from contractor teams;
4. construction, which includes onsite emissions during construction and enabling works; and
5. operation and maintenance, which includes operational performance and emissions from infrastructure and building use.

1.1 Universal challenges continued

In detail: Climate change continued

Our carbon emissions

As part of our wider commitment, over the course of 2022 and 2023 we will determine our baseline emissions for Scope 1, 2 & 3 with a view to sign up to the Science Based Targets initiative (SBTi) Corporate Net Zero Standard, no later than 2024. Intensifying our efforts, we will take action within our value chain to drastically reduce our Scope 1,2 & 3 emissions, aiming to reach net zero whilst staying within the carbon budget for 1.5°C (see footnote). We have currently set 2030 as the net zero target year for Scope 1&2, and 2040 for Scope 3 emissions.

Footnote: Carbon budget for Scope 1&2 will be set in line with the 1.5°C pathway, now mandatory in SBTi; for Scope 3 we will be committing to a 'well below 2°C' budget for the coming years, with the aspiration to meet the 1.5°C budget in the longer-term.

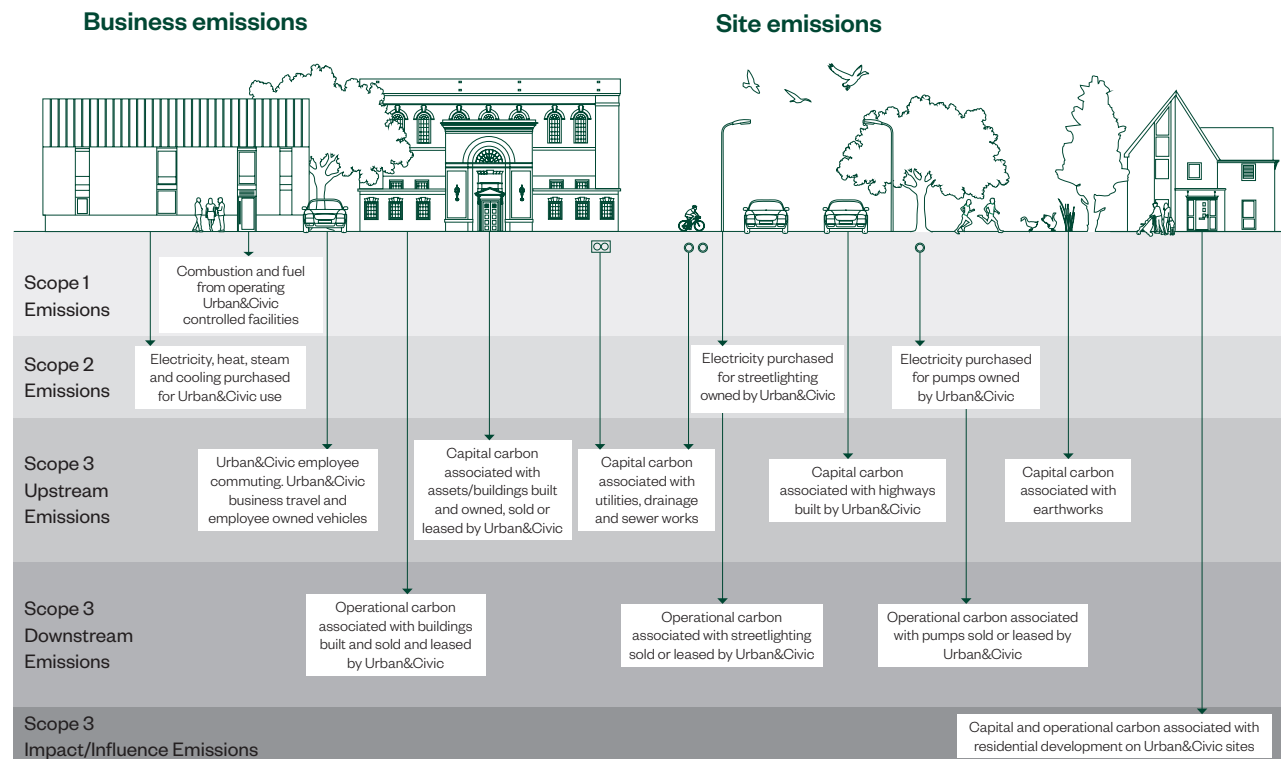
Our actions in respect of carbon reduction may be summarised into four areas:

1. Carbon literacy – not only the learning and development initiative noted above, but also establishing a syllabus and policy so that all employees understand key goals to aim for as they guide developments forward.
2. Optimisation – led by a revamp of our design coding, this will entail incorporating a carbon design guide element to explain externally to stakeholders how we intend to deliver on our promises in physical terms.
3. Energy and utilities strategies – establishing demand models for our developments that remain flexible and adaptable to changing technology and customer requirements, optimising decarbonised solutions.

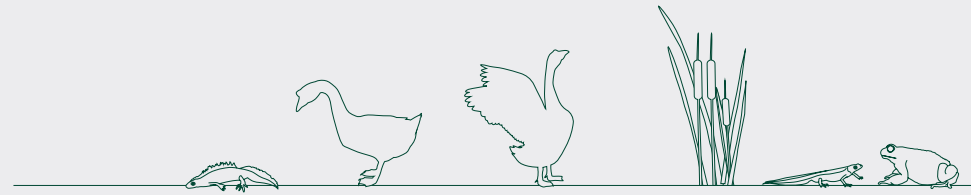
4. Landscaping strategy – building on the Biodiversity Toolkit and ensuring that suitable species and planting guides can effectively direct our future placemaking.

Carbon emissions categories in the built environment

This graphic shows the boundaries of our emissions, broken down into Scopes 1, 2 and 3.



In detail: Biodiversity



Why is this a universal challenge?

Biodiversity refers to the variability of living organisms, and of the ecological complexes of which they form part. Broadly, more biodiversity indicates a more resilient ecosystem with greater longevity. However, a warming climate, deforestation and habitat destruction, pollution and other human processes have led to an extinction crisis. Future projections estimate that 30 per cent to 50 per cent of all current species could be extinct by the middle of the century. Specific concerns raised by the IPCC include international pollinator loss – mass loss of bees and wasps – with a significant impact on harvests and the food supply chain. Sustainable development must focus on mitigating impacts on local habitats, plants, and wildlife and contribute to a net gain in local biodiversity.

What is the landscape of biodiversity in the UK?

Over the past 50 years, 41 per cent of species in the UK have declined, with a recent index indicating the UK is one of the most nature depleted countries in the world. The need to reverse this continued trend in biodiversity loss is clear, and developments can contribute through carefully designed and delivered schemes. At the same time the need to provide homes and amenities for the UK's population is putting strain on our local ecosystems, and the development of new land can come into direct contention with biodiversity, rewilding and conservation aims.

The concept of biodiversity net gain (BNG) has become increasingly centred within scientific discourse and policy-making around biodiversity in the UK and beyond.

The National Planning Policy Framework (2019) includes guidance on providing net gains, and the recently passed Environment Bill (2021) has formalised BNG as an expectation for all developers, introducing a 10 per cent minimum target for all new housing schemes.

What will Urban&Civic do?

Our approach is to develop stronger and more resilient local ecosystems, recognising the importance of biodiversity and social impacts and strengthening the link with the wider natural capital benefits and environmental net gains, beyond any legislative requirements. With this in mind, our Sustainability Framework commits us to a 12 per cent net gain on each of our developments. The benefits have far wider impacts: well-considered ecological design can provide a rich and exciting visual setting, as well as supporting significant health and wellbeing by enabling people to be closer to nature. The Toolkit we have developed outlines in greater detail our approach to the biodiversity challenge, and our key activities are outlined below.

To take on the biodiversity challenge, we will focus on:

1. Strategic design and assessment

- Identifying priority habitats and species, through:
 - Local GI strategy and nature recovery assessments
 - Confirming local priority species and habits
 - Strategic design and vision
 - Opportunities and constraints
- Assessment, including:
 - Biodiversity audit

- Site surveys
- Existing challenges
- Potential impacts

2. Coding and detailed design

- Site-wide design, including:
 - Outline planning
 - Environmental Impact Assessment
 - Biodiversity strategy/GI strategy
- Detailed design, through:
 - Key phase
 - Design code input into key phase
 - Framework
 - Detailed design input
 - RMAs
 - Landscape design RMAs

3. Biodiversity implementation

- a. Mitigation, through:
 - i. Avoiding, mitigating and compensating
- b. Compensation, through:
 - i. Creation
 - ii. Enhancement
 - iii. Replacement
- c. Delivery, through:
 - i. Implementation of new habitats and landscape
 - ii. Maintenance guidance developed

1.1 Universal challenges continued

In detail: Biodiversity continued

What will Urban&Civic do? continued

4. Biodiversity stewardship





a. Management, through:

- i. Ongoing management
- ii. Funding
- iii. Monitoring

b. Education, through:

- i. Welcome packs and nature guides
- ii. Wayfinding and interpretation
- iii. Community events and activation
- iv. Work with schools and local groups
- v. Community empowerment and ownership

We are mindful that each site we bring forward has a different ecological value, baseline conditions and parameters within which we can deliver BNG. Thus, every site will require a different approach. We will continue to review and report on at least two of our developments each year to monitor progress against our BNG target and share our learnings from this process.

	 1. Strategic design and assessment	 2. Coding and detailed design	 3. Biodiversity implementation	 4. Biodiversity stewardship
	<p>Early stage identification of strategic biodiversity context, priorities, opportunities and constraints</p> <p>Collation of baseline data and detailed impact assessment including biodiversity impact</p>	<p>Detailed design and refinement of biodiversity enhancement and creation measures</p>	<p>Protection of biodiversity assets and implementation of biodiversity features during construction stage</p>	<p>The long-term management of key assets post development and validation of success</p>
Biodiversity aims	<p>Identification of strategic priorities, opportunities and constraints. Detailed assessment and concept design. Assessment of 12 per cent net gain target requirement</p>	<p>Validation of targets, refinement of design and identification of additional gains</p>	<p>Protection measures, minimising harm, and further gains</p>	<p>Validation of success and ongoing management and monitoring</p>
Planning and Delivery stages	<p>Promotion/pre-application and outline planning</p>	<p>Detailed planning and approval stages</p>	<p>Contractual stages</p>	<p>Handover</p>
Habitat Design stages	<p>Strategic networks and nodes Priority areas</p>	<p>Typologies Components/specifications</p>	<p>Delivery</p>	<p>Monitoring</p>
RIBA Plan of Work stages	<p>0. Strategic definition 1. Preparation and briefing 2. Concept design 3. Spatial coordination</p>	<p>3. Spatial coordination 4. Technical design</p>	<p>5. Construction</p>	<p>6. Handover 7. Operational Stage</p>

In detail: Health and wellbeing



Why is health and wellbeing a universal challenge?

The theme of health and wellbeing touches on all activity we undertake as a Master Developer. Less of a crisis and more of a revolution, the understanding of its importance to happiness, productivity, community and prosperity has grown in recent years.

Ultimately, where someone lives and works is the primary influence on whether they are able to maintain a healthy lifestyle. Embedding health and safety considerations into new developments from the beginning can be a directing factor in ensuring healthy, active, sociable communities. The multiple benefits of creating built developments that encourage healthy lifestyles and activity are now well established in policy and guidance. The Covid-19 pandemic, which has characterised the last two years, has demonstrated the importance of health and wellbeing to the population at large, highlighting in particular the importance of indoor air quality and ventilation, and mental health.

What is the landscape of health and wellbeing in the UK?

It is a unique time for the consideration of health, wellbeing and social outcomes across the world. The Covid-19 pandemic has led to a heightened divergence of healthcare outcomes in the UK, linked to deepening inequality between socio-economic demographics and groups. At the same time as isolation and distance have been caused by Covid-19, the direction of travel from the National Health Service (NHS) more generally has been to move away from prioritising hospital-based treatment towards community-based recuperation and prevention-based approaches.

Developers are also in a unique position to support positive health outcomes. A careful and consultative construction and development process can play a role in creating healthy living. Both the UK's National Planning Policy Framework and the associated Planning Practice Guidance encourage development proposals that deliver healthy, inclusive and safe places. Planning in physical and mental health and wellbeing enhancement from the beginning of a development makes for better outcomes, that decrease the burden on public and private healthcare services, supporting the preventative approach.

What will Urban&Civic do?

We believe in embedding a culture of health and wellbeing in our communities from the beginning of our development projects. Our Toolkit is designed to align with the three tiers of our development approach, embedding health and wellbeing principles from the strategic planning stage all the way through to detailed design and monitoring and management of on-the-ground experiences of health and wellbeing. It is clear to us that this process and the prioritisation of a health and wellbeing culture overall foster a sense of place, pride, belonging and cohesion in our communities. The Toolkit we have developed outlines in greater detail our approach to the health and wellbeing challenge, and our key activities are outlined below.

To take on the health and wellbeing challenge, we will focus on:

1. Understanding and Context

- Relating to establishing existing conditions and site features, local requirements, and how to respond to these considerations.

2. Open space/public realm

- The creation, activation and use of green and blue infrastructure.

3. Transport/active travel

- Ensuring connections both on and offsite and the provision of a pedestrian and cycle-friendly environment with access to public transport.

4. Living

- Delivering safe, well-designed housing with high levels of residential amenity.

5. Commercial and civic

- Providing commercial, community, civic and educational uses.

Our move towards health and wellbeing not only as an area of focus but as a holistic culture in our business means it is embedded throughout our action areas and associated metrics, including through our work in biodiversity, connectivity and inclusive economic development, as well as in our approach to employee engagement and support. Good health and wellbeing is one of the UN's 17 Sustainable Development Goals (SDGs) and Urban&Civic intends to promote the connectivity between these areas in our activities and reporting.

1.2 Alignment to the Sustainable Development Goals



THE GLOBAL GOALS
For Sustainable Development

The Sustainable Development Goals (SDGs) were launched at the United Nations Sustainable Development Summit in New York in September 2015.

The 17 SDGs define global sustainable development priorities and aspirations for 2030 and seek to mobilise global efforts around a common set of goals and targets. These goals embrace a universal approach to the sustainable development agenda and are applicable in both developing and developed countries.

The SDGs have been agreed by all governments, but their success relies on action and collaboration by all actors. The UN explicitly calls on businesses to use creativity to address development challenges and recognises the need for governments to encourage sustainability reporting. The overarching goals are underpinned by 169 specific targets and indicators relevant at national and international level.










We believe that the SDGs set out a clear and ambitious framework for progress towards a more sustainable world. We are cognisant that, as part of the business community, we have a role in tackling these global challenges. To help us focus on the most relevant SDGs and identify the areas where we can have the most significant positive impact, we have undertaken a comprehensive analysis of our business against the SDGs. This included an evaluation of the individual targets underpinning each SDG, to understand how we could meaningfully align our own targets.

As Master Developer, SDG 11 – Sustainable cities and communities – is the primary SDG which is directly relevant to our organisation and stakeholders. The overarching mission of SDG 11 is to “make cities and human settlements inclusive, safe, resilient and sustainable”. We believe this goal encompasses key elements of our sustainability approach with its focus on proactive climate risk management, inclusive prosperity and the creation of vibrant communities.

We have identified eight additional SDGs where Urban&Civic can make a positive difference. Our overarching sustainability objectives and action areas defined in this document seek to support and maximise our contribution to these goals, and the table opposite summarises our key SDGs and how we aim to contribute to their achievement.

Our key SDGs

PRIMARY	SUPPLEMENTARY							
 11 SUSTAINABLE CITIES AND COMMUNITIES	 4 QUALITY EDUCATION	 7 AFFORDABLE AND CLEAN ENERGY	 8 DECENT WORK AND ECONOMIC GROWTH	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 10 REDUCED INEQUALITIES	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 13 CLIMATE ACTION	 15 LIFE ON LAND
Sustainable cities and communities	Quality education	Affordable and clean energy	Decent work and economic growth	Industry, innovation and infrastructure	Reduced inequalities	Responsible consumption and production	Climate action	Life on land

SDG	Relevant targets	Urban&Civic impact	
SUPPLEMENTARY ↑ ↓	11 SUSTAINABLE CITIES AND COMMUNITIES 	11.2: Access to safe, affordable, accessible and sustainable transport. 11.3: Enhance inclusive and sustainable urbanisation. 11.6: Reduce the adverse environmental impact of cities. 11.7: Access to safe, inclusive and accessible green and public spaces.	<ul style="list-style-type: none"> • Direct and indirect contribution to the delivery of sustainable transport infrastructure. • Continuous engagement with existing and prospective users to understand critical local needs. • Pursuit of net zero carbon development sites and environmental net gain in all locations. • Delivery of significant public open space and comprehensive landscape strategies and long-term maintenance plans.
	4 QUALITY EDUCATION 	4.4: Increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship. 4.A: Build and upgrade education facilities that are child, disability and gender sensitive.	<ul style="list-style-type: none"> • Supporting good quality local jobs for people living in Urban&Civic local areas. • Provision of focused training and apprenticeship opportunities to help upskill young, local people. • Investment in the development of Urban&Civic employees, encouraging personal empowerment and stimulating growth in learning through formal and on-the-job training. • Delivery of high-quality community infrastructure including educational facilities.
	7 AFFORDABLE AND CLEAN ENERGY 	7.1: Ensure access to affordable, reliable and modern energy services. 7.2: Increase substantially the share of renewable energy in the global energy mix. 7.3: Double the global rate of improvement in energy efficiency.	<ul style="list-style-type: none"> • Commitment to achieve net zero carbon in our own business operations with an ambition to extend that goal to capture all direct and indirect emissions generated by our sites. • Pushing the highest energy efficiency standards and implementing flexible energy strategies based on highly efficient sources to reduce operational carbon. • Deployment of renewable energy on our sites and prioritisation of "green" electricity tariffs.
	8 DECENT WORK AND ECONOMIC GROWTH 	8.5: Achieve full and productive employment and decent work for all women and men, and equally pay for work of equal value. 8.6: Substantially reduce the proportion of youth not in employment, education or training.	<ul style="list-style-type: none"> • Fostering innovation and entrepreneurship through the Master Developer (MD) model, embracing an agile operating model which allows us to continually evolve. • Supporting good quality local jobs including upskilling young people.
	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	9.1: Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human wellbeing. 9.3: Increase the access of small-scale industrial and other enterprises into value chains and markets.	<ul style="list-style-type: none"> • Provision of resilient outdoor space, utilities and extensive green, grey and blue infrastructure. • Prioritising local suppliers, particularly small and medium-sized (SME) businesses, to stimulate prosperity for local communities. • Collaboration with trusted partners to create places that are designed to last, flexible and adaptable to respond to a changing climate, new technology and new ways of living.
	10 REDUCED INEQUALITIES 	10.2: Empower and promote the social, economic and political inclusion of all. 10.3: Ensure equal opportunity and reduce inequalities of outcome, promoting appropriate policies and action in this regard.	<ul style="list-style-type: none"> • Crafting sociable and inclusive places that bring people together. • Delivering community programmes with local parishes, councils, school boards and trusts. • Supporting good quality local jobs for people living in Urban&Civic local areas. • Fostering an inclusive workplace which encourages personal empowerment and seeks to nurture a happy and productive workforce which feels valued.
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	12.2: Achieve the sustainable management and efficient use of natural resources. 12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse.	<ul style="list-style-type: none"> • Maximising the incorporation of key circular economy principles in our sites to ensure efficient use of natural resources. • Reduction of construction waste generated on our sites through effective management and diversion of any unavoidable waste from landfill. • Monitoring of environmental factors during construction, demolition and excavation activities.
	13 CLIMATE ACTION 	13.1: Strengthen resilience and adaptive capacity to climate related hazards and natural disasters. 13.2: Integrate climate change measures into strategies and planning.	<ul style="list-style-type: none"> • Enhancing the climate resilience of our operations through effective management of the physical risks associated with climate change and the acceleration of our net zero carbon transformations. • Provision of extensive green infrastructure which contributes to overall ecological enhancement and also forms part of our climate change mitigation and adaptation strategy.
15 LIFE ON LAND 	15.1: Take urgent and significant action to reduce the degradation of natural habitats and halt the loss of biodiversity and protect and prevent the extinction of threatened species.	<ul style="list-style-type: none"> • Biodiversity net gain pursued on all our sites for stronger and more resilient local ecosystems. • Delivery of landscape which brings demonstrable benefits in terms of ecological enhancement, carbon reduction, and wider health and wellbeing benefits associated with access to nature. 	

1.3 Creating value





Five capitals

Our Sustainability Framework is structured around five “capitals” that we have identified as the key opportunity areas where we believe our business intersects most keenly with society and can have the most significant potential to make a positive difference. The Five capitals Model promotes a holistic, interdisciplinary approach to sustainability. The “capitals” were initially developed following deep analysis of our core business risks and the definition of our core values, and a review of our engagement with key stakeholders, as well as looking at the common principles that have been established via our approach to community engagement and jobs and skills, and our design-based processes.

Within these capitals are a series of objectives and 15 specific action areas, as well as detailed performance targets for the topics identified as most relevant to our business.

Our approach to value creation

Operating sustainably has been central to Urban&Civic since our inception more than ten years ago. Our strategy is based on the concept of realising social, economic and environmental benefits to all stakeholders and investors and thereby generating value and wealth in the communities we create. It aims to transform sustainability into an opportunity for growth rather than a challenge to overcome. Our projects and activities are designed to make a positive impact on society while contributing to Urban&Civic’s ongoing success and to create value, both for our shareholders and for society.

Now, as we face the universal challenges associated with climate change, biodiversity, and health and wellbeing – and our work as Master Developer continues to grow in scale and complexity – sustainability is fundamental to how we work and the high-quality outcomes we deliver. Our business plans will adapt to reflect these evolving needs and drivers.

Delivering on a five-year strategy

An initial five-year horizon (Oct 20 to Sep 25), with targets in 2025, has been set for the strategic formalised evaluation of our performance. However, this Framework approach is also informed by longer-term considerations and drivers of national significance. The UK Government committed in 2019 to a 2050 target for nationwide net zero emissions, and in 2021 has also produced specific legislation focusing on the built environment, in the recent Heat and Buildings Strategy, setting out plans to cut carbon emissions in the UK’s 30 million homes and workplaces. Increasing regulation and policy proposals can be expected over the course of the UK’s Conference of Parties (COP26) presidency in 2021–22, and we expect a further overlap between climate change, environment and emissions policy, and social, economic development and employment policy in the years to come.

In this sense, 2025 is by no means the end. Instead, it is the first strategic milestone in our formalised approach to delivering sustainability in all we do. Our approach remains flexible, such that our objectives, action areas and metrics will evolve over time in order to respond to changing stakeholder demands and legislative requirements.

1.3 Creating value continued



Introducing the capitals



Physical



The Physical capital relates to the community and commercial buildings as well as green, grey and blue infrastructure that we retain and manage.

What does it mean for us?

We seek to unlock value through the physical infrastructure we introduce. The Physical capital captures everything we do with regards to the acquisition of raw land, the provision of outdoor space, the delivery of utilities and the vast array of green, grey and blue infrastructure we provide as Master Developer. The focus is on physical assets including the underutilised land we unlock and land we reuse as well as the energy systems and grey infrastructure comprising all the pipes, wires, roads, cycle lanes and pathways that we are responsible for. We put a strong emphasis on effectively managing the carbon footprint of our Strategic Sites through the minimisation of embodied carbon in commercial and community buildings, a flexible energy strategy prioritising highly efficient sources to reduce operational carbon, and the deployment of renewable energy to future-proof our sites. We are also able to directly influence the work of our house builder partners through the adoption of our visionary design guides for the physical works we obtain planning consents for.



Social



The Social capital relates to the networks of relationships amongst people and the role of placemaking in the integration of our communities.

What does it mean for us?

Our business model gives us the opportunity to get involved and work with partners to shape the vision for new communities from early stages pre-planning. As part of the process of creating a fully serviced land product, we aim to craft high-quality public spaces including the delivery of community facilities in prime locations and heritage restoration. We seek to organise meaningful community engagement during the design and delivery of our projects and support volunteering and community programmes collaborating with local parishes, councils, school boards, networks and trusts. Through our ongoing involvement with Strategic Sites in the form of property and estate management, we help maintain them as lively and successful places. We believe that a site which facilitates a cohesive society generates pride and longevity.



Economic



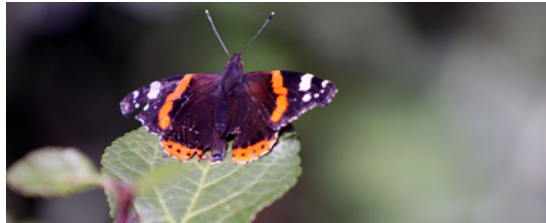
The Economic capital relates to the long-term viability of our organisation and the Strategic Sites we retain and operate.

What does it mean for us?

A successful project seeks to create economic value for the Master Developer and housebuilder, all residents and wider stakeholder groups. By promoting innovation and entrepreneurship and supporting local business, money is put back into the local economy, driving prosperity and allowing places to thrive. A financially sustainable development is a prerequisite for high-quality maintenance of the physical and natural environment. We have chosen to focus on key areas including the generation of good-quality employment, collaboration with local small and medium-sized businesses and promotion of agile innovation methods.



Natural



The Natural capital relates to the protection and enhancement of the environment, both within the local context and through contributing to wider climate and biodiversity challenges.

What does it mean for us?

The built environment has a powerful influence on our natural world, and when considering how we add value we aim to take a bold and ambitious stance that addresses both what we can remove (in terms of negative impact) and what we can add (in terms of transforming an environment for the better). We associate the Natural capital primarily with the delivery of a significant and sustainable green and blue infrastructure as a core element of our sites. This includes early tree planting and creating usable and sustainable green landscape. The green infrastructure not only contributes to overall ecological enhancement but also forms part of our climate change risk management strategy. Other strategic areas where we seek to generate value relate to the protection of key ecological features, maximisation of biodiversity, effective surface water management and responsible use of natural resources.



Human



The Human capital relates to the application of a people-centric approach considering the diversity of human experiences to create a culture of inclusivity and balance.

What does it mean for us?

Ultimately, everything we do is designed for the benefit of the end user. Individual experiences are unique, but there are also environmental factors that appeal to our collective human nature. We know that people are happier and healthier when they feel safe and supported, and their senses and basic requirements have been considered. Starting with land acquisition and consolidation through planning and delivery we always operate with human needs in mind. This translates into key areas of action including the delivery of opportunities for leading an active lifestyle (footpaths, cycleways, exercise trails and sport facilities) and supporting healthy eating habits (growing space, orchards and allotments). Looking inwards, we aim to invest in our staff through training opportunities and give them a platform to freely express their views.

1.4 Our response





















The Sustainability Framework set out in this document constitutes our response to the macro drivers leading the sustainability agenda including the universal challenges relating to climate change and its implications for biodiversity and health and wellbeing. Our Framework has been aligned with the UN SDGs. We have utilised the five capitals approach to address these global determinants in a holistic and coordinated manner.

To maximise our positive impact, we undertook an initial evaluation and prioritisation exercise of all our impact areas through stakeholder engagement. Our plan is to conduct further consultation with both internal and external stakeholders, thus ensuring that our approach successfully balances divergent viewpoints. The following section introduces the key objectives and performance metrics that we have set to support the achievement of our organisational purpose of creating beautiful, sustainable and community focused places.



2. Our Framework

This section of the Sustainability Framework provides an overview of the key objectives we have defined for each capital and specific performance metrics underpinning them.

 UN SDGs	 Capital	 Objective	 Action areas	 Metrics and targets*
	 Physical	Net zero carbon	<ul style="list-style-type: none"> • Carbon footprint • Resilience • Connectivity 	 Read more about our physical metrics and targets on pages 30 to 33
	 Social	Vibrant communities	<ul style="list-style-type: none"> • Placemaking • Engagement and consultation • Community investment 	 Read more about our social metrics and targets on pages 34 to 37
	 Economic	Inclusive prosperity	<ul style="list-style-type: none"> • Good quality employment • Economic inclusion • Promotion of local economic growth 	 Read more about our economic metrics and targets on pages 38 to 41
	 Natural	Environmental net gain	<ul style="list-style-type: none"> • Enhanced landscaping • Enhanced biodiversity • Resource efficiency 	 Read more about our natural metrics and targets on pages 42 to 45
	 Human	Personal empowerment	<ul style="list-style-type: none"> • Wellbeing • Health and safety • Commitment to lifelong learning 	 Read more about our human metrics and targets on pages 46 to 49

* To read more on our stakeholder and site-specific metrics, visit: www.urbanandcivic.com.

2.1 Our Framework explained

The Framework we have developed has several key features outlined over the following pages.

Each capital has an associated headline objective. These have been developed from a consideration of the key areas within each capital where our business intersects most directly with society and therefore has the most significant potential to make a positive difference.

Underneath each capital there are three key action areas, feeding into the objective. Each action area has an identified metric with a set 2025 target. These are reported yearly and updated when necessary. The targets have been developed through extensive external consultation to ensure Urban&Civic is reflective of best industry practice, as well as learnings during a range of existing project-level sustainability principles we have implemented successfully at individual sites.

These action areas have been transformed into business-wide commitments. They cover a wide range of topics including energy and carbon emissions, resource efficiency, responsible sourcing of materials, connectivity, and the importance of public space and cultural heritage.



Our objectives



Physical:
Net zero carbon



Social:
Vibrant communities



Economic:
Inclusive prosperity



Natural:
Environmental net gain



Human:
Personal empowerment

Our action areas

The objectives are complemented by specific action areas along with detailed performance metrics defined for the topics identified as most material for our business.

On the pages that follow, the Framework elaborates on the identified key action areas explaining how we believe measures implemented in each one contribute to the achievement of our five strategic objectives. There are three action areas per capital, and one metric per action area, but this is not intended to be a prescriptive number and could change over time.



Reporting and accountability

The formalisation of our strategic objectives and activities in the form of this Sustainability Framework is a product of our concentrated effort to apply a consistent approach and give clear guidance to our employees, partners, customers and the general public.

As a responsible corporate citizen, Urban&Civic already reports on its sustainability performance. We intend to continue with our sustainability disclosures against the commitments and targets set out herein on an annual basis to ensure maximum openness and visibility for our shareholders and stakeholders. We have set an initial five-year horizon (Oct 20 to Sep 25) for strategic evaluation of our sustainability performance but, in line with industry best practice, the ambition is to report progress on an annual basis. More information on the reporting process is provided in “The Journey Forward” section.

By focusing on the topics that are the most meaningful for our organisation and our stakeholders and regularly reporting on progress, we believe we will create a natural incentive to improve. In addition to the demands of customers, we appreciate that investors are increasingly seeing the value in sustainability disclosure and are looking for relevant environmental, social and governance information to guide their investment decisions.



2.2



Physical

Objective: Net zero carbon

Why do we pursue net zero carbon?

Net zero refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere – and it is reached when the amount added is no more than the amount taken away. In 2019, the UK Government set a legal target to achieve nationwide net zero emissions by 2050, while the UK built environment industry is driving for all new buildings to be net zero operational carbon by 2030.

Key issues to be addressed in construction include the amount of embodied carbon in new buildings, their lifetime emissions and their energy efficiency. The debate is not whether carbon reduction should be a strategic goal for us, but rather when and how we can reasonably achieve it.

Our approach to net zero carbon splits out two key emissions sources: operational carbon and embodied carbon. The former refers to ensuring that the operation of our offices and the buildings we deliver and occupy generates no net carbon emissions. The latter aims to ensure that the amount of carbon emissions associated with the delivery of our community infrastructure is zero. This approach is aligned to the UK Green Building Council (UKGBC) framework for aligning all buildings with net zero carbon.



What is the journey?

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments: first, to measure and minimise our carbon footprint, encompassing key considerations with regards to operational energy use, clean and renewable forms of energy supply, and embodied carbon; second, to enhance the resilience of our sites, by preparing for the physical risks associated with climate change, such as rising temperatures and increased flood potential; and third, to ensure the best connectivity for our land parcels, encouraging sustainable means for mobility as well as providing appropriate access to flexible and robust digital networks.



Action area 1: Carbon footprint

2025 target: Achieve an annual reduction of 7 per cent in absolute Scope 1 and 2 emissions as per SECR reporting (tonnes CO₂e) against a 2020/2021 baseline. This equates to a 35 per cent reduction compared to 2020/2021 data.

2025 target: Achieve an annual reduction of 2.5 per cent minimum, thereby complying with the “well below” 2°C scenario (with a view to achieving 4.2 per cent in line with the 1.5°C scenario) in absolute Scope 3 emissions encompassing whole life capital and operational carbon for all directly instructed infrastructure and buildings delivered in the year (tonnes CO₂e). This equates to a 13% reduction compared to 2020/2021 data.

2025 target: Develop a complete inventory for all Scope 3 emissions for the year 2022/2023 to establish the actual Scope 3 baseline across all the work of Urban&Civic.

Carbon reduction has been a consistent measure for our business, focusing on operational carbon and GHG emissions from the space we own or occupy as well as from our own direct activities. It represents the part of our carbon footprint over which we have absolute control and for which we have full responsibility. Our internal Path to Net Zero Report which was completed in 2021 set a target to achieve net zero for Scope 1 & 2 emissions by latest 2030, whilst staying well within the carbon budget for 1.5 degree global warming, as per the SBTi Net Zero Corporate Standard. An ambitious trajectory has been set for coming years, estimating an absolute reduction of 35 per cent by 2025/2026 compared to 2020/2021 data.

This aligns with our business target of net zero by 2030 for Scope 1 and 2 emissions. Cumulative absolute Scope 1 and 2 emissions within the next critical years to remain well within the carbon budget for the 1.5 degree scenario of Science Based Targets (SBTs).

Work undertaken in 2021 has proved that 96 per cent of Urban&Civic's BAU carbon footprint between the years 2021–2035 will be Scope 3 emissions resulting directly and indirectly from infrastructure and buildings commissioned by Urban&Civic, with the remaining 4 per cent being Scope 1 and 2 emissions (covered by SECR reporting). The vast majority of Scope 3 emissions is associated with the capital carbon (embodied carbon) which therefore becomes the focus of the carbon reduction target. A complete Scope 3 inventory that can serve as our baseline is expected to be established for the year 2022/2023.

This aligns with our business target of net zero by 2040 for Scope 3 emissions resulting directly and indirectly from infrastructure and buildings commissioned by Urban&Civic. Cumulative absolute Scope 3 emissions within the next critical years to remain within the carbon budget for the Well-below-2 degrees with an aspiration to stay within the 1.5 degree scenario of Science Based Targets (SBTs).

Our Working Groups have established four key headings within which most of endeavours on carbon may be summarised: carbon literacy; optimisation; energy and utilities strategies; and landscaping strategy.

[+ Read more in the Universal challenges: Climate change section on pages 15 to 16](#)

Physical continued

Action area 1: Carbon footprint continued

The work has allowed us to draft an initial Carbon Reduction Opportunities Report for the business, supported by factual data from our own developments, and ultimately allowed us to set delivery milestones within business plans for the years ahead.

We are dedicated to continuous improvement as we develop. An example of this learning-by-doing approach includes the insights we have gained this year from the introduction of volumetric modular residential development, which has led to valuable reflections and planning for the next such intervention. We also continue to explore the incorporation of greater site-wide and/or parcel-wide renewable technologies to serve our housebuilder stakeholders.

Building upon the foundation of the work noted above and establishing a carbon budget to 2035, our direction of travel is towards three core targets and delivery strategies during the course of 2022/23, based upon the Science Based Targets initiative (SBTi) in the following areas:

1. net zero for Scope 1 and 2 emissions;
2. net zero for Scope 3 emissions; and
3. cumulative Scope 3 emissions.

More information can be found on our approach to carbon emissions in our Climate Change Toolkit.

Action area 2: Resilience

2025 target: Limit water consumption on all new properties to a maximum of 90 litres per person per day (l/p/d) by 2025.

Resilience is core to the continual success of Urban&Civic's developments and we are determined that our projects are delivered and managed robustly for the long term. With increasing risks being realised from climate and nature related challenges, both mitigation and adaptation approaches are key when considering forward-looking investment.

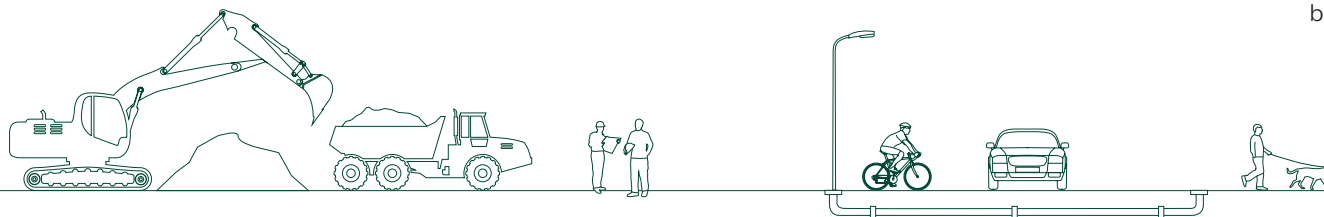
We are focusing on the role of the water cycle in our developments and have been working with statutory water authorities, consultants and our housebuilder partners to confirm our direction of travel towards minimisation of water consumption and maximising the efficiency of our whole water cycles, including water retention, attenuation, recharge and recycling, and incorporating surface water swales and ponds within our green infrastructure delivery.

Our pathway to enhance our climate resilience comprises the following:

- future-proofing our sites to withstand the weather and social risks associated with climate change, by integrating appropriate strategies within our landscaping and development masterplans;

- optimising the health and wellbeing of people who use our community buildings by carefully considering relevant environmental factors to ensure we provide a comfortable indoor environment even as outdoor conditions are subject to fluctuation;
- maximising asset resilience through effective management of all sources of flood risk within our sites' boundaries and application of a suitable climate change allowance to flood risk design; and
- integrating the co-benefits from carbon emissions reduction (mitigation) and measures to reduce vulnerability to climate change (adaptation). Co-benefits might include cleaner air, enhanced transit, improved healthcare outcomes, better insulated and more efficient housing, and better climate literacy rates.

Given our increasing awareness of the need to address the efficiency of the wider water cycles being incorporated into our sustainable designs, we have adopted a metric at the heart of the resilience we are seeking to deliver, namely the limitation of water consumption per capita across our workstreams and those of our housebuilders. From October 2021, therefore, we have been focused on the reduction of water consumption within all new dwellings constructed on our strategic land sites and through our design guides with a target of 90 litres per person per day to be achieved by 2025, a reduction of approximately 20 per cent on the current targets set by the statutory bodies and well ahead of building regulation requirements.



Action area 3: Connectivity

2025 target: Construct all occupied buildings within 200m of a high-quality cycle way as specified by Sustrans (this includes lighting and intermittent segregation detail in the case of hybrid cycle/footpaths, protective barriers from cars, etc.).

As Master Developer, we are in a unique position to provide access to and promote sustainable transport. It is a critical aspect of the pathway to net zero, and we see this as the biggest opportunity to positively contribute to reducing emissions in our direct influence.

To reach our key target and go beyond in delivering connectivity to our communities, we will:

- create accessible pedestrian and cycle-friendly environments which connect residents to the wider community and ensure that our sites prioritise non-motorised user networks. We are exploring how Urban&Civic could support the growth of 15 and 20-minute neighbourhoods, which enable communities to have everything they need for comfortable living within close proximity; and
- enable the delivery of housing where dwellings are located within walking distance of a transport node and a dedicated cycle way. This supports mobility, social cohesion and positive health outcomes.

We acknowledge that connectivity also encompasses digital connectedness, particularly in a world that is more reliant on remote access than ever before. As such we seek to:

- ensure our sites are provided with modern digital infrastructure as a means for creating an attractive and desirable location, while reducing the need for commuting; and
- deliver Fibre to the Premises (FTTP) open access network capability with embedded flexibility to create connected and fully digitally enabled buildings and infrastructure.



2.3



Social

Objective: Vibrant communities

Why do we pursue the creation of vibrant communities?

As we look to create vibrant communities, we aim to strengthen the connection between people and the places they share. This encompasses providing public spaces that are accessible and healthy and create a genuine sense of place; fostering strong relationships with residents and local stakeholders; and supporting the services and activities they want and need. As Master Developer, our ability to create self-sustaining communities and to nurture a culture of community citizenship is an indicator of success which we believe is just as important as – and deeply linked to – reducing our environmental footprint.



What is the journey?

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments. The early delivery and management of placemaking is our first action area and will gear our efforts towards delivering high-quality development sites, with a particular focus on access to quality green and blue space. Second, community investment, reinforcing our support for communities and working with our contractors to ensure maximum positive impact. Finally, engagement and consultation, focusing on our work with local stakeholders to understand key issues in the communities we are developing so that we can respond accordingly.



Action area 1: Placemaking

2025 target: All residents living on our sites have a home within 300m linear distance (five minutes' walk) of a publicly accessible green and blue space which is at least 2 hectares in size.

One of the ways that sustainable development creates value is by providing high-quality places and spaces where communities can flourish. We can play our role in helping to achieve this by planning and delivering projects in ways that make the most of the combined physical, cultural and social attributes of our sites.

One well-established principle of our approach is to foster a sense of place and belonging by providing sufficient green spaces early in the development process where people can meet, socialise and exercise. The connection between green and blue space and health and wellbeing is strong, which is why we are highlighting it as one of our three universal challenges.

Our placemaking strategy, applicable at all our sites, comprises:

- dedicating substantial areas to accessible public green and blue spaces and looking to constantly enhance these;
- implementing a comprehensive landscape strategy and long-term site maintenance plan to ensure our places are high quality, attractive and safe;
- leveraging the value of heritage assets by ensuring access to the public, both local and visitors, and providing information on local history via a road and space naming strategy, onsite information, and welcome and educational packs; and
- ensuring appropriate accessibility and mobility within our sites, seeking that all residents can access essential local facilities and recreational space within walking distance.

In order to respond to the specific context, needs and priorities of each local community, we will work on a site-by-site basis to define:

- the specific type and number of community facilities required;
- the features of each landscape and placemaking strategy (e.g. the type of urban furniture or public interventions);
- the specific agenda for community events; and
- the opportunities to put forward individual sites as Healthy New Towns demonstrators.

We will work with our housebuilder partners to stimulate the delivery of people-centric neighbourhoods, covering aspects such as minimising space utilised for vehicle circulation and parking and promoting active frontage design for a safe, inviting and well-connected living environment.

Social continued

↑ Action area 2: Community investment

2025 target: All contractors employed by Urban&Civic are members of the Considerate Constructors Scheme (CCS) and achieve a minimum score of 39 out of 50, representing “excellent”

When it comes to supporting our communities, we believe in working with our contractors to achieve the most positive impact possible. Contractors are a critical part of the Urban&Civic family, and how they go about delivering our developments is critical to the achievement of our sustainability ambitions. Minimising disruption to the local area is one important area of focus, and we are now placing even more emphasis on this. Under the CCS, participants register to abide by the Code of Considerate Practice which covers three areas: the general public, the workforce and the environment. Membership is something that we have required since 2017, and we are now moving to support our contractors to improve their practices by targeting a 39/50 point attainment for all. As part of our underpinning commitment to more considerate construction as part of community investment, we will also be:

- reinvesting part of our earnings in specific and strategically identified local community projects and initiatives;

- continuously engaging with advisory groups, school boards and trusts to ensure we play an active role in supporting our schools’ performance, both at building and educational levels. We have set site-specific targets in this regard to respond to and capture local context and needs; and
- providing employees with dedicated time to volunteer in the local community within which they work, so they can genuinely feel part of the neighbourhoods we create.

↕ Action area 3: Engagement and consultation

2025 target: All sites will have a live post-planning written consultation and engagement strategy informed by local socio-demographics and agreed with key local stakeholders.

Thinking strategically about how we support and invest in our communities is the best way to achieve the greatest positive impact. Consultative approaches make for a learning experience for all, and for genuine dialogue and listening. In addition to our consultation target, we have concentrated our efforts in order to maximise the social value we create throughout our operations and the delivery of our sites, as follows:

- incorporate key information received into our plans from the outset, and as plans develop over the delivery period, to create a sense of community ownership and collective responsibility; and
- integrate site-specific engagement initiatives into existing community-led stakeholder forums. The exact nature and composition of this will be determined on a site-by-site basis.

As well as our communities, we acknowledge the importance of giving employees a voice in our business. We have established an Employee Advisory Group, through which we:

- engage with colleagues across all levels of the Company so that they express their thoughts and ideas; and
- encourage Urban&Civic department representation at advisory group meetings.

Our housebuilder partners are vital to supporting dialogue and action, and we will continue working with them to:

- monitor and target a continual reduction of resident logs relating to littering and anti-social behaviour during construction; and
- hold design charrettes throughout the project delivery to enable productive dialogue and maximise collaboration within the design team.





2.4



Economic

Objective: Inclusive prosperity

Why do we pursue inclusive prosperity?

We are experiencing a momentous shift in societal expectations of business, with organisations required to demonstrate their contribution to wider society and multiple stakeholders, not just shareholders. As such, a fundamental element of our approach is to leverage our investment, skills and engagement to enable a demonstrable return for all stakeholders, while ensuring a “just transition” that improves lives and livelihoods and avoids deepening any existing inequalities.

The concept of “shared value” is particularly appropriate in view of Urban&Civic’s purpose to create sustainable and community focused places through the disruption of standard approaches to large-scale housing delivery. By building lasting partnerships and leveraging investments, we aim to create a positive economic impact for our communities, both during development and in use.



What is the journey?

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments: first, to ensure that all contractors directly employed by Urban&Civic are paid the Real Living Wage and are engaged in line with our Ethical Labour Policy; second, to work towards economic inclusion by prioritising local suppliers and seeking to create opportunities specifically targeted at people from disadvantaged backgrounds; and third, to promote innovation and entrepreneurship both within our business and as part of the project delivery process.

Action area 1: Good quality employment

2025 target: All contractors directly employed by Urban&Civic pay the Real Living Wage and are employed in accordance with our Ethical Labour Policy.

Driving prosperity for us means improving the welfare of all people with whom we interact. We are committed to generating good quality, long-term jobs for people living in our local areas, providing real opportunities to increase skills and stability. In addition to our key 2025 target, we will:

- advertise site-based Urban&Civic vacancies locally (i.e. within a 25-mile radius) and create opportunities for flexible working;
- provide, on a site-by-site basis, focused training and apprenticeship opportunities that help upskill young local people and ensure that new jobs directly related to the development site are created/supported both on and off site;

- collaborate with our housebuilder partners to ensure that we deliver a coordinated, site-wide approach to socio-economic value generation as part of the wholesale development of our sites;
- encourage our staff to actively engage in educational activities in the local community to help inspire the next generation of engineers, designers and construction teams; and
- demonstrate and promote our zero-tolerance approach to modern slavery and our commitment to acting ethically in all our business dealings and relationships.

Action area 2: Economic inclusion

2025 target: At least 80 per cent of the total value of direct contracts is placed with principal contractors whose offices are within 25 miles of the site.

In line with “shared value” approaches, we intend to actively incorporate local businesses into the Urban&Civic family by procuring businesses near to our sites. We have taken this step for many years and are keen to formalise it in our Framework, aware of the many advantages it brings about.

Local procurement can reduce transport related carbon emissions and improve the health and wellbeing of those employed by nearby suppliers thanks to shorter commuting times. It is also highly beneficial when we consider the long-term economic impacts of our development sites in the context of the location where they exist.

We are continuing to implement a procurement strategy which gives priority to local suppliers, particularly small and medium-sized (SME) businesses, measuring our performance against an ambitious 80 per cent target. Our strategy for enhancing economic inclusion includes the following:

- implementing a procurement strategy which gives priority to local suppliers, particularly small and medium-sized (SME) businesses. Supporting local business puts financial resource back into the local economy, stimulating prosperity for local communities;
- working with social landlords to maximise opportunities for local people in housing need; and
- securing investment into supporting infrastructure such as educational facilities and transport determined by site-specific requirements through planning contributions.

The use of local contractors has many benefits to a scheme:

- less potential carbon emissions through transport;
- employment of local labour with the associated community support network;
- better health and wellbeing status of those employed through fewer travelled hours;
- increased ability to use non-motorised user or public transport networks to travel to work; and
- engagement and response times being quicker.

Economic continued

Action area 3: Promotion of local economic growth

2025 target: All strategic land sites in delivery actively promote local businesses and start-ups to help cultivate entrepreneurship and economic growth, and annually publish initiatives together with key learnings.

It is people's ideas – everyone's ideas – that fuel innovation, so fostering a culture of creativity, as well as sharing information, celebrating innovative solutions and highlighting lessons learnt, is key.

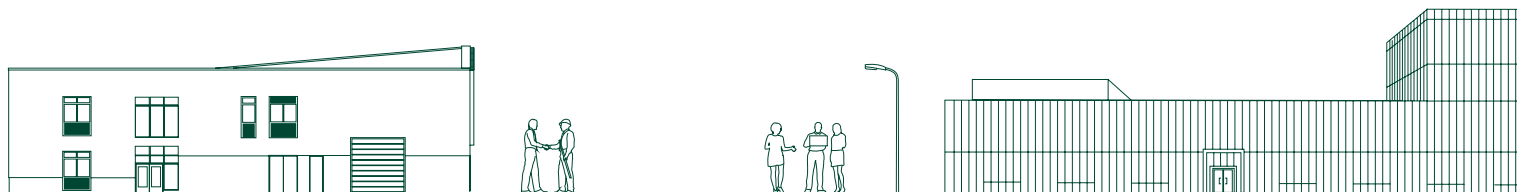
Nurturing innovation and entrepreneurship, both within our business and when working in the communities we are developing, is essential for us to play our part in promoting local economic growth. We aim to achieve this by:

- defining six initiatives to support our Strategic Sites to achieve our 2025 target, including providing pop-up/permanent space, contracts and opportunities, business awards/sponsorship, seminars and workshops, being part of local business groups and forums, and marketing and promotional support;

- building strong partnerships and collaboration with our stakeholders and consultants, promoting a culture of innovation and creativity;
- engaging with consultants and subject-matter experts to ensure that different perspectives are represented on workstreams as appropriate;
- being transparent and sharing knowledge, including publishing best practice and lessons learnt, case studies, and innovative ideas and techniques spanning our activities; and
- holding or facilitating dedicated events on and off sites in active delivery to cultivate local entrepreneurship and support local businesses and other stakeholders.



A fundamental element of our approach is to leverage our investment, skills and engagement to enable a demonstrable return for all stakeholders, while ensuring a “just transition” that improves lives and livelihoods and avoids deepening any existing inequalities.





Concept masterplan

Bowmans Cross would deliver:

- No more than 6,000 homes of these up to 2,400 will be affordable homes targeted to meet local needs
- Up to 5 primary schools
- Up to 2 secondary schools
- Health Centre
- 30 hectares (74 acres) of new parkland
- 40 hectares (99 acres) of new woodland

Urban&Civic will not only take the lead in developing design through consultation and planning, but also the delivery through delivery, including the phasing of all of the proposed facilities as they are delivered to meet the needs of the homes being occupied by new residents.

This will be part of a legally binding planning framework that Urban&Civic will sign and stand by throughout the duration of the project. We will continue to talk to you, work with you and listen to you at each stage of design and delivery.



2.5



Natural

Objective: Environmental net gain

Why do we pursue environmental net gain?

Development projects are increasingly expected to deliver broader and more holistic environmental improvements in the context of global megatrends such as species extinction, urbanisation and natural resource scarcity. The UK's new Environment Bill has formalised an expectation of developers to combat these trends, by introducing a requirement for a minimum 10 per cent biodiversity net gain on all new housing schemes.

These policy developments align with our strategic vision to leave the natural and physical environment in a measurably better state than before. We want to create beautiful, sustainable and community focused places. We invest not only in the quantity but in the quality of the green and blue infrastructure we provide. We seek to incorporate nature at the core of all our development sites, preserving existing features of value and capturing every opportunity to enhance the environment.



What is the journey?

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments: first, to leverage our landscape-led design to deliver environmental net gain with a focus on planting new trees; second, to achieve enhanced biodiversity through the application of the mitigation hierarchy (i.e. avoid and minimise impacts on biodiversity before looking to compensate); avoidance of losing biodiversity that cannot be offset by gains elsewhere; proactive, early engagement with stakeholders; additionality (i.e. achieve nature conservation outcomes that exceed existing minimum obligations); and support for local-level management; and third, to maximise resource efficiency and the resilience of environmental ecosystems. The importance of biodiversity net gain is highlighted through its inclusion as one of our three universal challenges.



Action area 1: Developed landscaping

2025 target: Plant an average of 25 trees for each house occupied by 2025.

Our focus in this area is the targeted provision of an incredible element of green infrastructure: new trees. Trees are one of the most powerful weapons in the fight against climate change, removing carbon dioxide from the air, storing carbon and releasing oxygen into the atmosphere. In addition, they can help to prevent flooding, reduce temperature and pollution, and keep soil rich in nutrients. Providing more of them is also directly linked to addressing two of the three universal challenges we have identified as being relevant to sustainability in the built environment: biodiversity and health and wellbeing.

In addition, we continue to undertake the following key activities:

- provide a diverse range of safe, accessible and functional green and blue spaces which also feed into our carbon capture strategy;
- give preference to native, locally sourced plants as part of the landscape strategy for the public realm, a decision driven by both responsible procurement and biosecurity considerations; and
- develop and adhere to management plans for all public green and blue spaces to ensure robust and regular upkeep.



Action area 2: Enhanced biodiversity

2025 target: Achieve a 12 per cent biodiversity net gain as a minimum overall on all our sites.

Our commitment to increasing ecological value on our developments is not new. However, we have redefined our approach to maximise our biodiversity net gain for stronger and more resilient local ecosystems. This includes:

- using our Biodiversity Toolkit to take a measured and tested four-step approach to biodiversity conservation and enhancement, from strategic planning all the way through to stewarding;
- introducing our Biodiversity Toolkit as an everyday compendium and resource for biodiversity-enhancing activities for all members of the Urban&Civic team;
- bringing life to contaminated sites, returning them to safe use as part of our key services around transforming raw land into fully serviced land parcels; and
- regenerating brownfield land which allows us to introduce new green space where this is most required and thus support our overall carbon offsetting strategy.

Natural continued

Action area 2: Enhanced biodiversity continued

Each of our sites has different ecological value and initial parameters within which we can work. Consequently, the potential to make ecological enhancements could differ significantly across different locations. In this context, we will:

- continue engaging leading industry professionals and local nature trusts to develop bespoke and coordinated strategies for each site;
- measure the carbon emissions captured through trees planted to contextualise the carbon footprint of each of our sites; and
- place emphasis on priority habitats and seek their optimal site-specific incorporation in design.

Action area 3: Resource efficiency

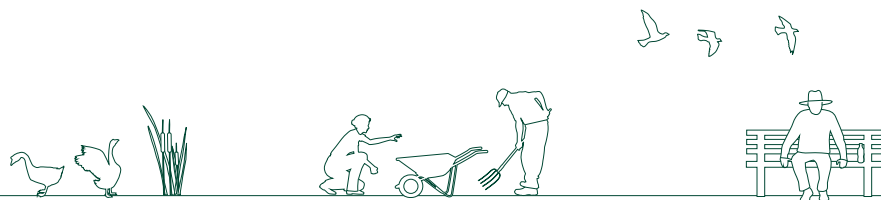
2025 target: Divert from landfill a minimum of 90 per cent construction and demolition waste.

According to the UK Green Building Council, construction, demolition and excavation in the UK accounts for 60 per cent of material use and waste generation.¹ Resource efficiency is of paramount importance to us. We seek to maximise the incorporation of key circular economy principles in our schemes to ensure efficient use of natural resources. Critical considerations relate to:

- assessments of existing buildings and infrastructure considered for demolition at our sites to maximise the reuse and recovery of materials on site for subsequent high grade or value applications;
- reduction of construction waste from community buildings and infrastructure delivered by Urban&Civic through effective management and diversion of any unavoidable waste from landfill;

- continuous monitoring of operational water use in community buildings delivered by Urban&Civic and tenanted commercial sites; and
- reclaiming and reusing existing materials and remediating contaminated land.

We will collaborate with our housebuilder partners to define suitable targets for water consumption in dwellings and more generally promote water efficiency among residents. We aim to encourage our partners to adopt responsible operational waste management and increase recycling rates.



1 Circular Economy - UKGBC - UK Green Building Council





Objective: Personal empowerment

Why do we pursue personal empowerment?

Personal empowerment is about taking control of one's life – feeling able to do so whilst also having the necessary support to take action. Empowered individuals tend to be more proactive, collaborative and productive members of society and employees.

As Master Developer, we can contribute to personal empowerment, both with the development sites that we bring forward and our own workforce.

Focusing on people means we can deliver, build and grow as an organisation. We invest in learning and training opportunities for our employees to ensure they feel empowered and proud to be working for Urban&Civic in the long term, reinforcing our business longevity and resilience.

We aim to create distinctive spaces that enhance physical and mental health to improve quality of life and cultivate successful communities. The importance of health and wellbeing to happiness, productivity and prosperity has become more widely understood in recent years, and it is one of the three universal challenges that we believe every development must respond effectively to in order to be sustainable and successful.



What is the journey?

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments. First, we will nurture health and wellbeing on all our developments. This means considering both physical and mental wellbeing, for example physical activity, local air quality, healthy diets and mental health support. We will be tracking how residents feel through robust biannual surveys.

Second, we will protect the health and safety of our employees and all those associated with the Company. Incorporating health and safety in the learning process of all Urban&Civic staff, and in our engagement with contractors and housebuilder partners, is critical. Third, we will invest in the development of our people, encouraging personal empowerment and stimulating growth in learning through meaningful 360-degree feedback and formal and informal on-the-job training. The importance of health and wellbeing is highlighted through its inclusion as one of our three universal challenges.

Action area 1: Health and wellbeing

2025 target: All our sites with over 100 homes occupied have a robust biannual survey in place which records residents' sense of quality of life and health and wellbeing.

We seek to deliver development sites which promote physical activity, active living and good mental and physical health, all of which are central to the idea of cultivating human capital.

Our strategy to nurture wellbeing across our operations includes the following key elements:

- develop a corporate-level health and wellbeing strategy;
- make healthy behaviour the easy choice by design through the implementation of industry best practice, including the Sport England Active Design guidance standards, on all our sites to encourage overall physical activity and wellbeing;
- ensure appropriate outdoor and indoor environmental conditions at our community buildings, including air quality and thermal comfort; and

- promote mental health in the workplace for Urban&Civic employees and access to essential mental health and support services for residents on our sites.

We will seek to develop bespoke wellbeing strategies for each site, responding to specific context and needs, and expanding on opportunities around physical and mental health. Likewise, we will continue working with our housebuilder partners to promote the evaluation and improvement of environmental conditions at dwellings.

Human continued

Action area 2: Improving health and safety

2025 target: Across all our sites, a maximum of two safety logs per dwelling are recorded for each homebuilder which has completed at least one house in the period.

Nothing is more important than keeping our employees, contractors, residents and visitors safe, and meeting the highest health and safety standards is essential to the continued success of our business and the communities we are developing. At the same time, health and wellbeing is one of the three universal challenges that we believe must be addressed through sustainable development. We are committed to the concept of a “safety culture” which we believe to be the cornerstone of safe and sustainable development.

We have defined the following key steps to protect and enhance health and safety:

- introduce and monitor the percentage of contractors and housebuilders which participate in our monthly project-based health and safety meetings;
- encourage our direct employees to consistently attend health and safety briefings, and provide project management staff the opportunity to

undertake emergency first aid at work based on our corporate Health and Safety Policy;

- engage with our contractors and housebuilder partners as part of monthly project-based site health and safety meetings to ensure a comprehensive understanding of our health and safety rules and their consistent implementation across our sites; and
- offer appropriate emergency support, making sure that most dwellings delivered on our sites have access to an automated external defibrillator (AED) located within a reasonable distance.

Action area 3: Commitment to lifelong learning

2025 target: All employees undertake at least ten hours of non-mandatory Company provided or sponsored learning, training or professional study per year.

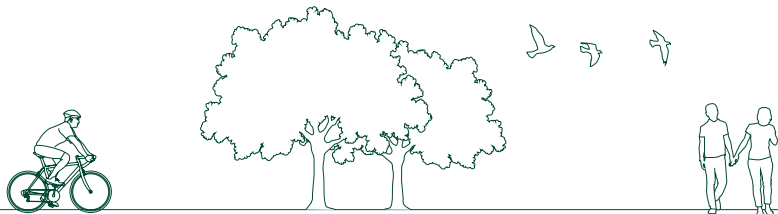
Investing in colleagues’ ongoing professional development is key to ensuring they feel valued, challenged and motivated to do their best work.

We recruit, train and develop people for the long term, and the Company places strong emphasis on lifelong learning. We believe that everybody should pursue the

improvement of knowledge, skills and competencies, and that this in turn enhances personal growth, self-sustainability and business performance.

In order to achieve this, we have identified the following key steps:

- ensure that all our staff undertake CPD training courses, including workplace e-learning tools, and third-party and in-house training sessions;
- conduct performance appraisal reviews at least biannually to ensure that our staff have a clear development plan;
- monitor the Company’s annual staff retention rate; and
- support our employees to pursue and maintain professional qualifications, and any other relevant professional development goals.





2.7 Benchmarking our projects

Recognised third-party environmental assessment and Managements (EAMs) are useful for benchmarking a project. While achieving certification through one of the myriad EAMs available should not drive development design, it can be a helpful tool to provide structure to an already aspirational approach to master planning.

This section of the Framework provides an overview of key national and international standards which we have selected to guide development on our sites. These standards will be updated regularly over time to ensure close alignment to developing policy and best practice.

Minimum standards

Principles of good design which shall apply to all Urban&Civic sites irrespective of size and location:

- Sport England – Active Design Principles;
- Secured by Design;
- Department for Transport – Manual for Streets;
- Design Manual for Roads and Bridges;
- NHS – Putting Health into Place;
- TCPA – 20-Minute Neighbourhoods;
- MHCLG – National Planning Policy Framework and National Model Design Code; and
- Environment Bill 2021 (including a requirement for biodiversity net gain).

We will continue monitoring and complying with the relevant requirements of the Energy Savings Opportunities Scheme (ESOS) and Streamlined Energy and Carbon Reporting (SECR).

Best practice approaches

Building-scale methodologies apply at individual building level and are well established within the built environment. These place requirements on the plot-level development which can aid in ensuring masterplan-level ambition is delivered at building scale.

These approaches are most effective when forming part of a wider, bespoke design code. The following buildinglevel methodologies will be considered by Urban&Civic working in collaboration with our housebuilder partners and commercial tenants at development level and with respect to road/ infrastructure/green and blue spaces:

- BREEAM New Construction;
- BREEAM In Use;
- WELL Building Standard;
- HQM;
- Design for Performance (DFP);
- Future Homes Standard;
- RIBA 2030 Climate Challenge industry-set targets;
- LETI Net Zero Operational Carbon requirements for new buildings;
- UKGBC Net Zero Carbon: Energy Performance Targets;
- DEFRA's Biodiversity Metric 2.0 and 3.0; and
- Draft British Standard for designing and implementing biodiversity net gain.

Site-specific metrics

Community-scale methodologies are those which apply to and assess masterplan-level design. These focus on the creation of a community and interbuildingg infrastructure, to create the most effective environment for individual buildings to be brought forward. The following methodologies will be considered on a case-by-case basis to respond to the context and opportunities arising from each individual site:

- BREEAM Communities;
- WELL Community;
- Building with Nature; and
- CIEEM, CIRIA and IEMA: Biodiversity Net Gain guidance.

3. The journey forward

We are proud to share our Sustainability Framework, and to build on our strong grounding as a business which has sustainable value creation at its heart. With the key challenges that impact the world today, we are aware that this is just the beginning for Urban&Civic to realise an industry-leading and well-recognised sustainable business model that can leverage impact from multiple stakeholders, competitors and industry bodies. We intend to be market leading and at the forefront of sustainable practice.

At Urban&Civic, we have set ourselves ambitious goals on sustainable value creation with a five-year time horizon towards 2025, commencing October 2020. The business has laid out its agreed framework, our five capitals with their key objectives, and defined action areas and metrics which span a host of important and intersecting sustainability activity. Each of our capitals and action areas has a specific action plan, embedding it within our business model and day to day activities. The introduction of our Challenge Toolkits, which reinforce our commitment to the three universal challenges we have identified, is a step that will further underpin our Framework.

As we look forward, we are aware that Urban&Civic is taking on large challenges between now and 2025. We are looking forward to taking the next steps on this commitment, with the aim of moving to capital carbon targets and aligning with the Science Based Targets initiative (SBTi), including a net zero commitment for Scope 1–3 carbon emissions. This will demonstrate a

big achievement for the business. Currently, our Scope 1 and 2 emissions approach aligns with a business target of net zero by 2030, and for cumulative absolute Scope 1 and 2 emissions to remain well within the carbon budget for the 1.5 degree scenario of Science based Targets (SBT). For Scope 3, our approach aligns with a business target of net zero by 2040, and for cumulative absolute Scope 3 emissions to remain within the below 2 degrees SBT scenario, with an aspiration to stay within the 1.5 degree scenario.

A second big challenge, and an area that Urban&Civic has long been championing, is that of biodiversity. Nature and biodiversity are rising up radars around the world as key areas of risk and opportunity for business and government. We have set an enhanced biodiversity target of 12 per cent biodiversity net gain by 2025. Our projections are that if biodiversity continues to increase at the current rate, the 12 per cent target as an average across all sites will be achieved in 2022/2023.

Finally, we want to draw attention to our renewed focus on health and wellbeing. The approach we are taking aims to be more than just a focus on the topic, but a wider approach revolutionising the way that we think about health and wellbeing and embed it in all we do. The concept of health and wellbeing has evolved significantly in recent years to include greater focus on the mental and physical aspects of healthcare and understanding the role that the built environment and housing can play in supporting positive, healthy

communities. Our intention is to create a health and wellbeing culture at Urban&Civic that permeates all our activities and is captured through metrics in multiple action areas. The way that we track and report on this will be important to demonstrate the intersectional nature of the challenge.

About our reporting

We will share our progress annually in our Annual Report, which has a dedicated Sustainability section, and also through Technical Validation Reports as well as regulation-specific reporting such as on SECUR and ESOS. We will update our stakeholders through regular interaction and tailored communications.





The journey forward continued

Keeping the Framework relevant

As previously discussed, the targets we have set are for 2025. However, this Framework is informed by longer-term considerations and strategic drivers of national and international significance. In light of this, 2025 is just the first strategic milestone in our formalised approach to delivering sustainability at an organisational and site level.

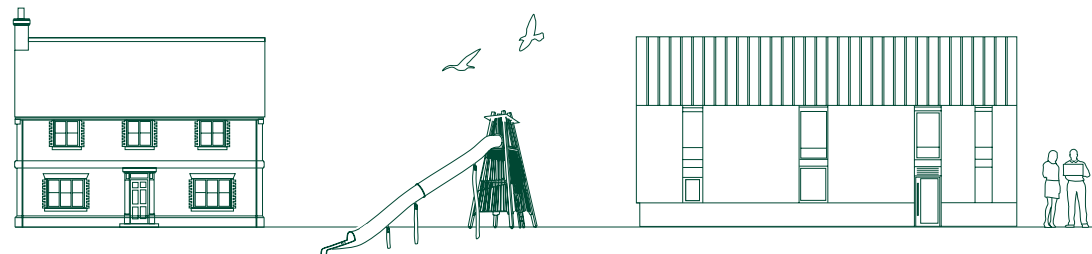
Incremental growth and periodic review of our metrics is crucial to our approach, which will be based on the concept of continuous improvement. We believe that this will allow us to successfully respond to changing business needs and stakeholder expectations.

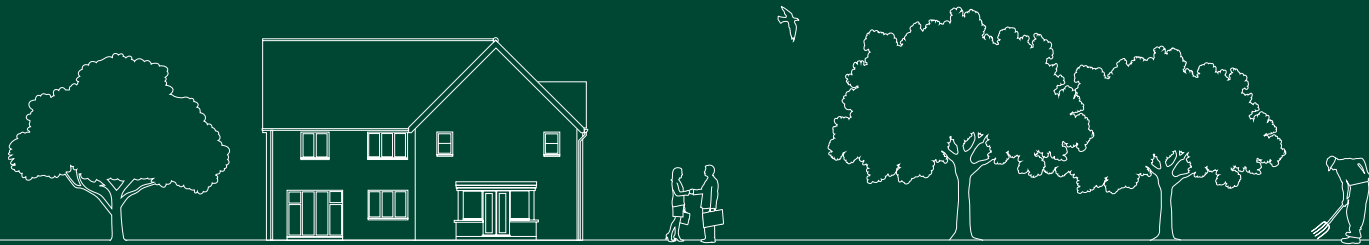
The decision as to whether a thorough or partial update of our strategic approach is required shall be informed by a pre-defined process. This will include an in-depth research exercise conducted on an annual basis encompassing a review of key market drivers, relevant regulation and sustainability trends.

We shall continue to explore ways to increase our positive impact and measure it more effectively to maximise the shared value we create. Our goal is to invest in new sites and manage existing ones with greater confidence and continue to build trust with our immediate stakeholders by demonstrating tangible results both for them and wider society. We envision that the partnership with our house builders will, in particular, evolve our mutual understanding of the challenges faced by this sector and the potential additional factors to be incorporated and influenced by the master developer role.

Speak with us about sustainability

We welcome discussion and insight from all readers of this Framework. Please reach out to our team at Urban&Civic, Richard Quartermaine, Head of Sustainability on richard.quartermaine@urbanandcivic.com, and Group Directors, Richard Hepworth on richard.hepworth@urbanandcivic.com and James Scott on jds@urbanandcivic.com.





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