GPE.
Greater together

Our Brief for

Creating Sustainable Spaces

This Brief applies to all our spaces, whether ready to fit, fitted or fully managed

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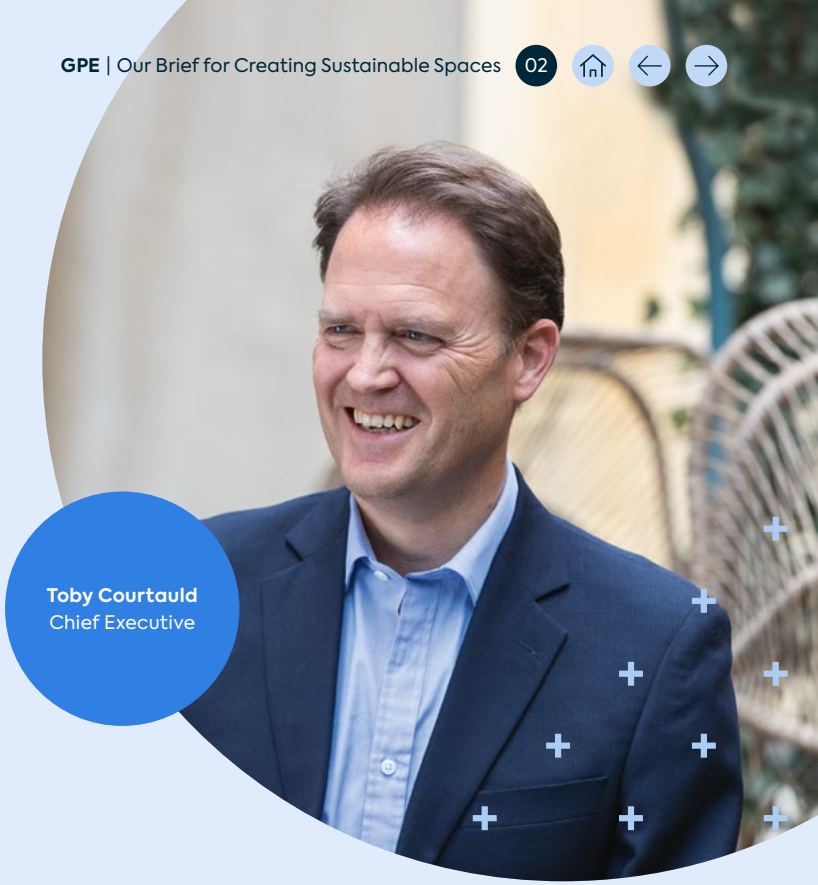
Cover image: The feature wall at 50 Finsbury Square, our first net zero carbon development. Constructed using repurposed stone from the original building facade

Why we've created this Brief

'This document is key to advancing our purpose to unlock potential, creating sustainable spaces for London to thrive. It sets out how we will achieve the commitments in our Statement of Intent, 'The Time is Now' as we design, construct, fit out and operate our spaces.'



Toby Courtauld
Chief Executive

Today's customers have increasingly ambitious sustainability strategies, in part reflecting growing expectations from their employees who are looking to work for businesses that are able to demonstrate green credentials. Our customers are rightly expecting that the spaces they occupy reflect those sustainability ambitions.

With our stakeholders, we are therefore working to provide great spaces that are flexible, sustainable and beautifully designed, along with a high quality services offer, supported by our Customer First approach.

We know that it is critical that we respond to the climate crisis and leave a sustainable legacy for London's future. This Brief therefore responds to the four pillars of our Sustainability Statement of Intent 'The Time is Now' which underpin our sustainability strategy.

See **page 06** for our four pillars

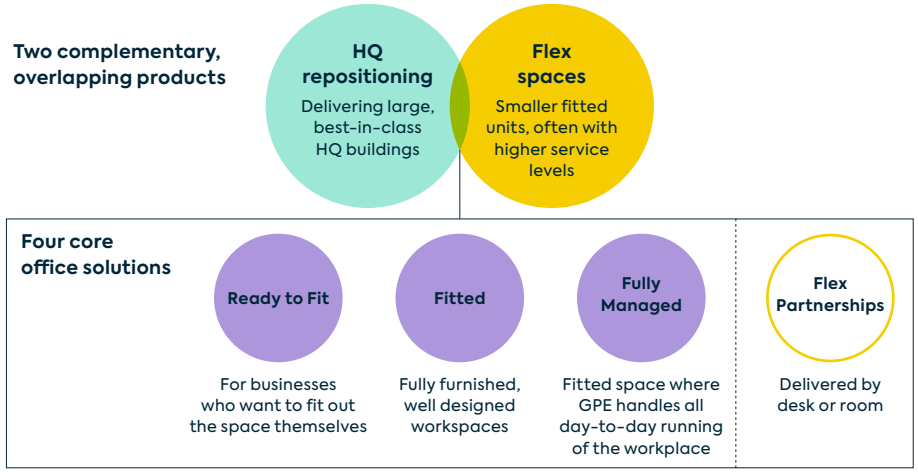
Clearly articulating our approach to sustainable design is critical to our design teams and supply chain partners to ensure that we deliver on our purpose and take a best-in-class approach to sustainability. Not only is this document a tool for our design teams, it is also intended to support discussions with our customers, communities and other stakeholders as their expectations on sustainability continue to evolve.

Our Brief for Creating Sustainable Spaces supports us as we respond to climate risk and the opportunities connected with the transition to a low carbon economy. Embracing the principles of the circular economy and integrating technology are two examples where we are responding rapidly and are key to our ability to future proof our spaces and respond to the needs of the customers of tomorrow.

The Brief applies to all of our spaces, whether ready to fit, fitted or fully managed.

See **page 14** for how to use this Brief.
Full technical details and performance requirements can be found on **page 18** of this Brief

Customer First: meeting our customers' evolving needs and changing working patterns



Creating Sustainable Spaces

Our progress since we launched our first Sustainable Development Brief in 2018

160 Old Street

- First GPE Smart building
- Retained 76% of original building
- EPC A rated
- BREEAM Excellent
- Green and blue roof installed

The Hickman

- World's first Smart Score Platinum rated building
- EPC A rated
- BREEAM Excellent
- Digital twin in operation
- Upfront Carbon 330kgCO_2e/m^2

1 Newman St

- EPC A rated
- BREEAM Excellent
- sesame® app integrated
- Blue and biodiverse roofs
- Photovoltaic array

2018

2020

Hanover Square

- EPC B rated
- BREEAM Excellent
- First WELL Enabled building in portfolio
- £2.3 million of social and economic value generated[1]
- sesame® app integrated

1. Mace Socioeconomic report.

16 Dufour's Place

- First fitted and fully managed building
- SKA Gold
- EPC B rated
- Air quality sensors
- NABERS compliant metering
- sesame® app fully enabled

2021

50 Finsbury Square

- First GPE net zero carbon building
- 270kgCO_2e/m^2 upfront carbon
- Energy intensity inside UKGBC target for 2025
- EPC A Rated
- BREEAM Excellent
- WELL Enabled

2023

Our evolving strategy since 2018

2018 → **'Sustainable Development Brief 2018'**

2019 → **Signed BBP Climate Commitment 2019**

2020 → **Launched 'Statement of Intent'**

- Created 'Our Roadmap to Net Zero'

www.gpe.co.uk/media/jopd1yjk/nzcr_2021.pdf

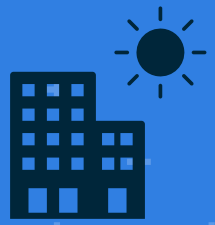
2021

- Published our 'Social Impact Strategy'

www.gpe.co.uk/media/kr4oocvx/social_impact_strategy_2021.pdf

2023 → **'Creating Sustainable Spaces' launched:** setting out how we will deliver on our Statement of Intent as we design, construct, operate and manage our spaces

The big picture



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Our evolving approach

In 2018, we launched our first Sustainable Development Brief – 'Creating Sustainable Spaces'. Whilst it has stood the test of time we have recognised the need to increase its scope to cover the full extent of our business.

Simultaneously we have updated our Statement of Intent, 'The Time is Now', recognising the need to more clearly articulate how we are responding to the climate risks that impact our business including how we are addressing climate resilience.

We have set out the key changes to our approach in 'the big picture', specifically the areas where our thinking on sustainability has substantially advanced and how changes to the way we operate our business and our Customer First approach have impacted the way we implement our Statement of Intent.

All performance requirements found in 'the detail' have been updated in line with current and emerging thinking. Minimum and aspirational requirements for each KPI are provided. Our health and wellbeing brief and Social Impact Strategy are also integrated. In line with evolving best practice, we expect that over time our aspirational requirements will become minimum requirements.

Advancing sustainability thinking

Integrating climate resilience across our business

Climate resilience is now centre to our sustainability strategy, designing our buildings to be more resilient, whilst ensuring they meet evolving legislation and the future requirements of our stakeholders. We will use nature-based solutions to support the resilience of our spaces.

For further information see **page 06** and our case study on **page 07**

Circular thinking

In order to continue to develop and refurbish our buildings, whilst minimising carbon emissions, we are embracing the principles of the circular economy. We use circular thinking in the design of all our spaces irrelevant of scope; looking to retain, repurpose and reuse as much of the existing building or space as possible whilst maximising recycled content and minimising the use of new materials.

For further information see **page 08** and our case study on **page 09**

Innovation

To assist in meeting our net zero carbon targets and to continue to evolve our portfolio to meet ever more challenging requirements, we are embracing the opportunity presented by technology throughout the life cycle of the building, from design to construction and from fit out to operation.

For further information see **page 10** and our case study on **page 11**

Changing stakeholder relationships

Customers

We will create exceptional and inviting work spaces that meet and exceed the needs of our customers. We put our customers at the heart of everything we do, embracing open dialogue on how we can jointly meet our sustainability ambitions.

For further information on what our customers can expect from us see **page 12** and our case study on **page 13**

Communities

We will continue to maintain close positive relationships with our communities and will prioritise the climate resilience of our local neighbourhoods by supporting access to and management of existing and new green spaces. Our Social Impact Strategy has been integrated within 'the detail' to ensure that it is embedded in the design, construction, fit out and operation of our spaces.

For further information see our **Social Impact Strategy** at www.gpe.co.uk/sustainability

Suppliers

As thinking on sustainability evolves, we are working with our experienced supply chain partners to deliver on our sustainability ambitions. We are highly collaborative, encourage innovation and open debate. This document will support our suppliers in understanding our evolving approach, it is included in our Employers' requirements and referenced in our Supplier Code of Conduct.

Supplier Code of Conduct
www.gpe.co.uk/investors/our-relationships/our-service-partners

Application of this Brief

Our approach to sustainability is just as applicable to our on floor fit outs as our new build developments and major refurbishments. Conversely our Customer First approach is just as applicable to our large developments as to our fully managed spaces. This Brief therefore applies to all our spaces irrelevant of the size, scale and scope of works.

We want our teams to consider the art of the possible for sustainable design. Minimum performance requirements have been set, coupled with aspirational stretch targets to push our teams to be more ambitious. This approach allows the unique characteristics of the project concerned to be taken into account.

Our customer experience and workspace services team will be involved throughout the building life cycle during:

- **design**, to outline and respond to potential operational challenges;
- **construction**, taking part in the soft landings process to ensure that design aspirations can be delivered in operation;
- **commissioning**, working with our design, construction, project management and technical teams to ensure that our building services are fully commissioned and our metering strategy delivered;
- **fit out processes**, to ensure that on floor services work seamlessly with building infrastructure; and
- **hand over to our customers**, to support with adaptation works requested to ensure they are managed efficiently and that carbon impact is minimised.

In operation, our customer experience team and workplace services team will collaborate with our customers, the original design team and contractor to ensure the space performs as intended when in use.

Our evolving approach

In May 2020, we launched our Statement of Intent 'The Time is Now'. It has now been updated to respond to our evolving approach and to recognise the importance of integrating climate resilience across our business.

The performance requirements of Our Brief for Creating Sustainable Spaces follow the four pillars of version 2.0 of our Statement of Intent.

Climate resilience in its broadest sense addresses how businesses adapt to the physical impacts of climate change, whilst mitigating their own carbon emissions and responding to changing legislative and stakeholder expectations. As such this document is an intrinsic part of delivering our net zero carbon pathway and forms part of our climate adaptation plan.

The physical impacts of climate change are already evident and are likely to become more extreme. Our customers rightly expect our buildings to be resilient to these changes.

However, we also need to respond to the transitional risks of climate change and therefore decarbonise our business, whilst acting on evolving legislative requirements and the growing demand for sustainable workplaces.

More details on our **Statement of Intent**, **Our Roadmap to Net Zero** and other aspects of our approach can be found at **www.gpe.co.uk/sustainability/our-approach**

See our **Sustainability Performance Report** for progress against our targets

We are

Integrating climate resilience across our business

Our evolving approach

Continued focus on design for climate resilience

Increased focus on transitional risks of changing legislation and expectations

New focus on resilience of our supply chain and communities

Increase biodiversity net gain by 25% by 2030

- Use Sustainable Drainage Systems such as blue roofs to reduce surface water during flooding
- Include nature-based solutions such as planting, water gardens, green roofs and green walls
- Install water harvesting measures
- Address overheating risk in buildings, including analysis to establish comfort levels
- Integrate climate resilience considerations in the design of public realm spaces
- Risk assess the impact of climate change on our supply chain

Decarbonising our business to become net zero by 2030

Our evolving approach

Continued focus on delivering the targets in Our Roadmap to Net Zero

Reduce operational energy intensity by 40% and operational carbon intensity by 69%

Reduce embodied carbon by 40%

- Reduce embodied carbon
- Embrace circular thinking
- Reduce energy intensity
- Increase on-site generation of renewable energy
- Use technology to improve monitoring and management of energy consumption
- Use energy performance benchmarks such as NABERS UK and CRREM to support improved operational energy efficiency and to track progress

Putting health and wellbeing front and centre

Our evolving approach

Continued focus on integration of wellbeing into design

Increased focus on external air quality including the use of nature-based solutions

New focus on impact of fit out process on indoor air quality

- Prioritise indoor air quality, including the minimising of volatile organic compounds in materials
- Consider visual and acoustic comfort
- Create facilities to support active commuting such as cycle storage, bicycle maintenance and changing areas
- Access to staircases for vertical transportation
- Within fit outs provide access to drinking water and food preparation amenities
- Promote biophilia

Creating a lasting positive social impact in our communities

Our evolving approach

Continued focus on creating £10 million of social value by 2030

Increased focus on skills and accessible employment opportunities

New focus on quantifying our support for local business and social enterprises

- Prioritise accessibility and inclusive design of spaces
- Implement the Considerate Constructor's scheme and report on responsible business practices
- Ensure payment of London Living Wage for all on-site operatives
- Support apprenticeships, training and mentoring programmes
- Prioritise purchasing from local business, micro, small and medium enterprises and social enterprises
- Deliver modern slavery training and support fair labour standards

For the full details on our evolving approach see our Statement of Intent at www.gpe.co.uk/sustainability.
Some key requirements in line with the pillars of our Statement of Intent are provided below, these are laid out in full on pages 18 to 31.

Case study: 2 Aldermanbury Square

Our holistic approach

At 2 Aldermanbury Square, EC2, our 320,000 sq ft headquarters development, the principles of our sustainability strategy were embedded from the start of the design process.

Integrating climate resilience into our spaces
The development includes a blue roof water attenuation system, greywater harvesting and optimised facade design and solar shading. Landscaped balconies and ground floor landscaping is provided with a 10% increase in ecology and urban greening targeted.

Decarbonising our business
The current embodied carbon target at the time of writing is approximately 572kgCO_2e/m² with our supply chain partners committed to the challenge of delivering a building that goes beyond embodied carbon norms for a new build development. Principles of the circular economy have been integrated, including the reuse of basement walls and the dismantling of over 1,500t of structural steel during demolition, for reuse either in our portfolio or in the wider industry. Recycled content and lower carbon materials have also been maximised.

In order to minimise operational energy intensity, the development was included in the Design for Performance pioneers programme, and is now targeting a NABERS UK Design for Performance rating of 5.0 stars. With a target whole building operational energy intensity of 90kWh/m²/year.

Social impact
A social value strategy is in place for both the demolition and construction, and operational phases of the building, including generating opportunities for local people, volunteering and engaging with social enterprises and local business. A dedicated social value manager for the project will work with our stakeholders for the duration of the project.

Health and wellbeing
In addition to the biodiversity features noted above, extensive public realm improvements have been provided. The building will be WELL enabled and designed to achieve a WELL Gold rating as a minimum.

‘Impressive environmental expectations and GPE’s commitment to work collaboratively with Clifford Chance to align with the firm’s sustainability and environmental targets were core drivers in selecting 2 Aldermanbury Square as our future London office.’

Michael Bates Managing Partner, Clifford Chance UK

Circular thinking

In order to tackle the climate crisis and transition to a low carbon economy we must consider alternative approaches to developing, refurbishing and retrofitting.

We adopt circular thinking for all our spaces from the outset, looking to maximise reuse of existing buildings or elements of existing buildings, considering how most value can be gained from the materials already in use before specifying virgin materials. Key to our approach is to design for longevity, flexibility and adaptability.

Our ability to implement circular thinking is considered when:

- acquiring a building
- a potential development enters the pipeline
- the design team is appointed to ensure that the right questions are asked to allow innovation to take place and maximise circular thinking
- reviewing financial analysis to ensure carbon impact and carbon costs are factored in to the appraisal process
- considering delivery practicalities
- reviewing programme
- considering the longevity of the building
- fitting out buildings and floors, and
- refreshing floors for new customers

50 Finsbury Square see **page 03**

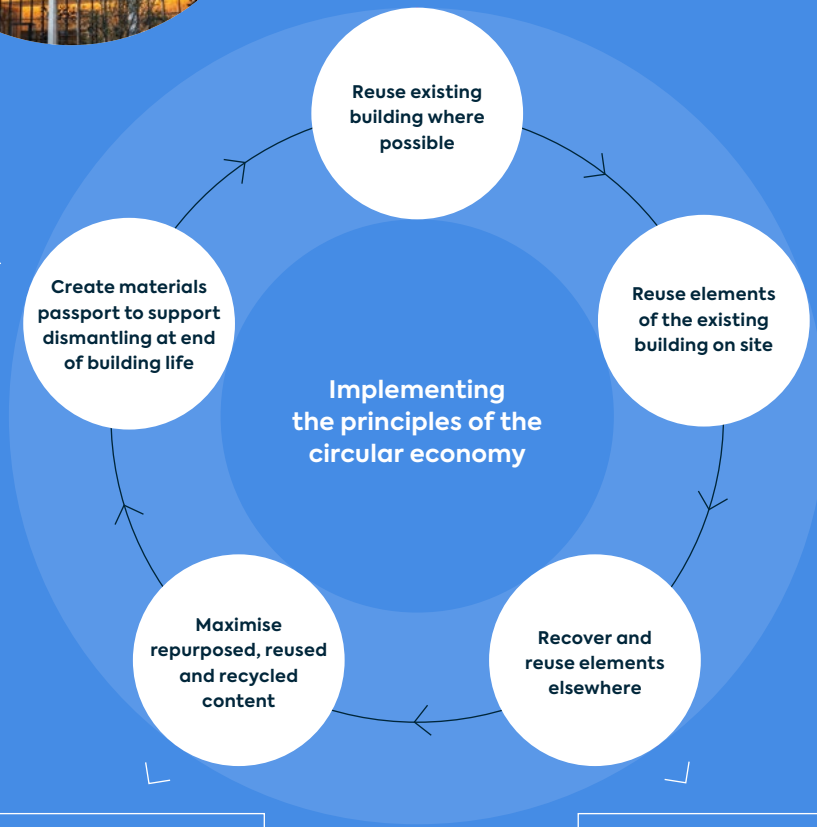
Materials Passport

Materials Passports bring together data about the materials used in a building.

With robust processes on materials data in place, confidence is driven in the deconstruction and reuse of buildings or building assets.

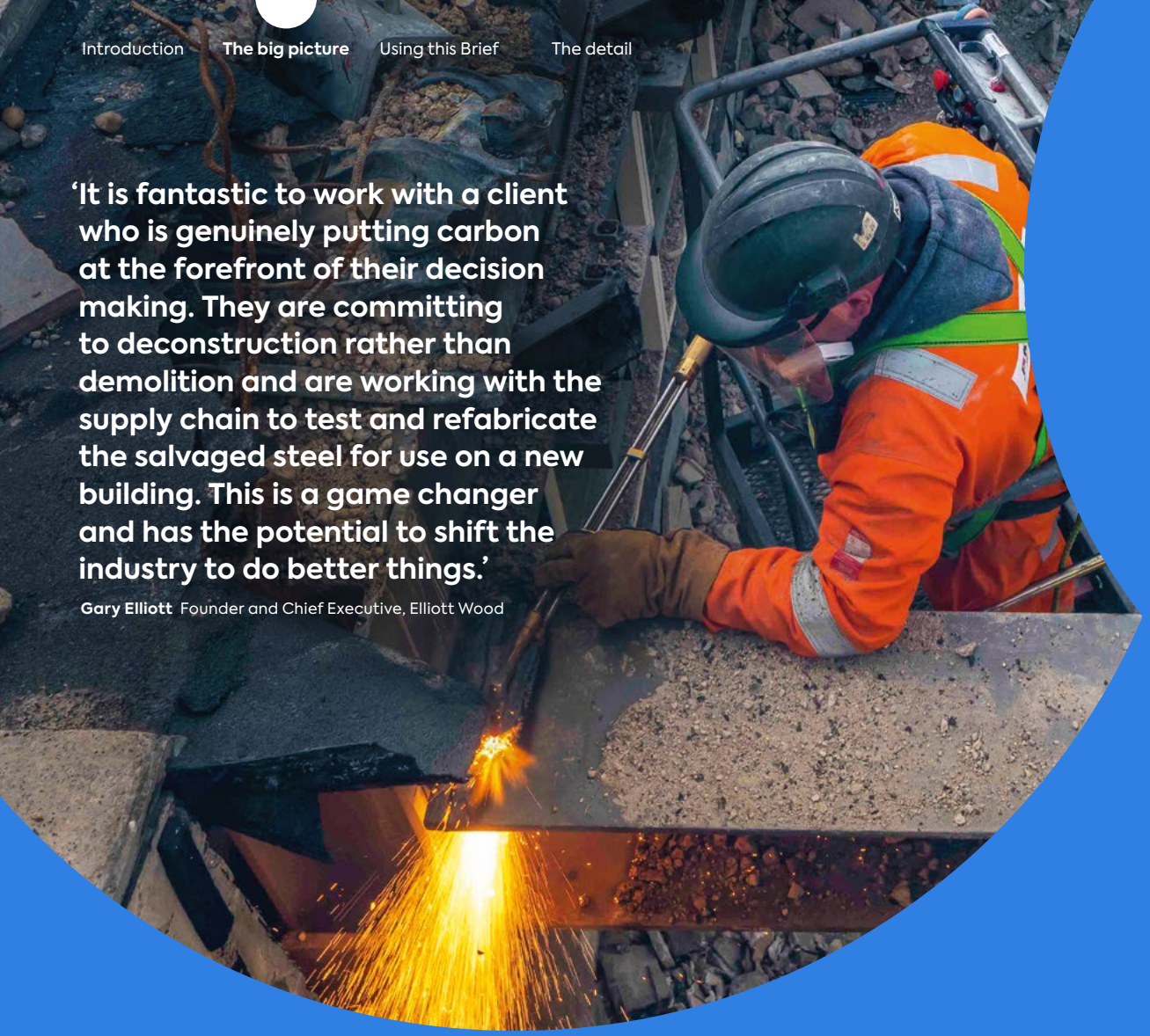
This in turn, maintains the value of materials used in a building, keeping them in the economy for longer, reducing the need for demolition.

See 'Our holistic approach' case study on **page 07**



See the 'Embracing circular thinking' case study on **page 09**

See the 'Customer First' case study on **page 13**



‘It is fantastic to work with a client who is genuinely putting carbon at the forefront of their decision making. They are committing to deconstruction rather than demolition and are working with the supply chain to test and refabricate the salvaged steel for use on a new building. This is a game changer and has the potential to shift the industry to do better things.’

Gary Elliott Founder and Chief Executive, Elliott Wood

Case study: 180 Piccadilly

Embracing circular thinking

Globally, construction accounts for approximately 38% of total carbon emissions. It is therefore critical that the industry embraces the principles of the circular economy, keeping materials in their original state for as long as possible.

During the demolition of City Place House, EC2 (which will make way for our 2 Aldermanbury Square development), the structural steel columns and beams identified as suitable for reuse, were deconstructed to maintain the maximum usable length of material. Once removed from site the steel will be tested, processed, re-certified and stored in appropriate conditions in the UK until such a time that it can be reused to form some structural elements on the 2 Aldermanbury Square project and the structural frame for our proposed development at 180 Piccadilly.

The overall carbon reduction will be quantified when all existing steel has been removed. However, comparing the carbon values of reused and primary steel demonstrates emissions of the reused steel is reduced by 99% before refabrication.

(Ref: British Steel EPD GWP 2450kgCO_2/t against European Metal Recycling EPD GWP 47kgCO_2/t – both for module A1-A3)

99% reduction

saving 1,300 tCO_2e

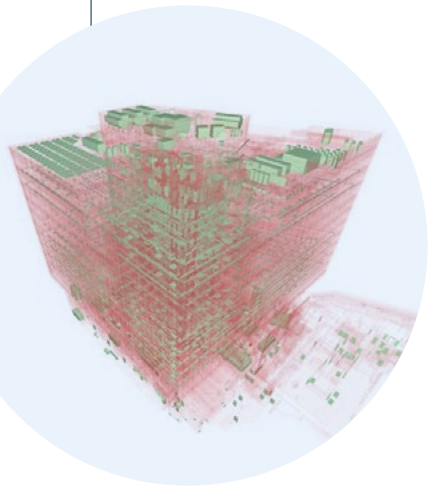
By reusing the structural steel from the deconstruction of 2 Aldermanbury Square, EC2, we will reduce the embodied carbon in the steelwork by around 99%

Driving innovation

Innovation is at the forefront of everything we do in designing, constructing and operating buildings efficiently. We adapt our processes depending on the size and scale of the development.

This supports us in meeting the expectations of our customers, improves measuring and monitoring of resource consumption and ultimately reduces our embodied and operational carbon emissions.

The BIM model of 2 Aldermanbury Square, supporting the creation of a building level Materials Passport



Design

Regardless of the size and scope of the project we integrate technology from the start.

Evolving our use of Building Information Modelling

We set out our BIM requirements along with our digital brief at the start of the design process, BIM is used throughout design to enhance our data sets and to support the creation of building level Materials Passports.

Reducing the need for demolition through Materials Passports

In order to keep materials in use as close to their original state as possible and to improve the adaptability of our buildings we are integrating Materials Passports where practicable.

Digital Benchmarking

Our digital benchmarking platform enables us to monitor the efficiency of design and building specification against historical and current schemes helping to inform future designs.

Optimising building specifications

We examine and challenge the optimum specification to minimise materials use, reduce embodied carbon and maximise energy efficiency.

Measuring and monitoring

Through our Carbon Measurement Framework we regularly review and challenge embodied carbon at each design stage across our projects using a consistent methodology. This is independently verified at each stage.

Construction

The innovative design processes continue into the construction stage as we seek to optimise efficiencies during construction.

Using BIM through the construction process

We continue our use of BIM throughout the project to support efficient coordination, improve productivity and aid the reduction of embodied carbon.

Reducing construction site emissions

Our project teams work with principal and logistics contractors to develop innovative ways to deliver materials to and from site to reduce transport emissions. Use of plant and equipment powered by electricity is maximised to reduce the consumption of fossil fuels.

Measuring and monitoring

We use tracking software to measure:

- waste generated
- emissions connected with transportation of construction materials, and
- on-site electricity, water consumption and other fuel where appropriate

During fit out

Our flex design guidelines inform how we fit out spaces to include the latest technology and workplace thinking into our spaces.

Ensuring connectivity to suit a variety of ways of working

We ensure that lighting, acoustics and connectivity of meeting rooms are considered to ensure that they are optimised to support face-to-face and hybrid working.

Visualising our spaces

We use 3D photography to support visualisation of our spaces and we are evolving our use of Virtual Reality (VR) to further help our customers as they look to find a space that suits their workplace needs.

The use of VR aids the reduction of waste during the fit out process as it results in less design adaptation to suit customer preferences during the fit out process.

Measuring and monitoring

Recognising that the fit out of our spaces can have a significant impact on our carbon footprint, we measure the embodied carbon and energy consumption during the fit out process.

When operational

We are using technology such as sensors, connected to the building management system (BMS) and our workplace app sesame to help us understand how our buildings perform relative to occupancy.

Integrating technology into the operation of our buildings

Sensors, building management systems and access control systems will, where appropriate be connected to a digital twin of the property. The digital twin constantly monitors the plant and equipment in the building, collects consumption data and measures air quality. This data is collated and used by our in-house building management team to allow for pro-active management of the equipment.

Optimising performance

We continue to engage with the construction and delivery teams to optimise the building performance to reduce energy in use.

Feedback and constant review

After a significant proportion of the building is occupied we undertake post occupancy reviews to provide a feedback loop for future developments.

Measuring and monitoring

We analyse data from our properties to help us learn how our buildings are performing. We share the information with our customers to help them further reduce energy consumption.

‘In achieving the first SmartScore Platinum rating globally, GPE demonstrated its commitment to a more sustainable, digitally-enabled future, with technology at its heart.’

William Newton President and MD, WiredScore

SmartScore PLATINUM

Case study: The Hickman

A world first

From the start The Hickman was intended to be a testing ground for technology and innovation, built to suit the new world of work. We wanted to test our vision of continuous innovation to enhance the customer workplace experience.

The building benefits from a digital twin (or virtual replica) which helps us to monitor real time energy consumption, occupancy and the performance of every piece of equipment. This combination of information supports us in observing how the building is performing in use. In the long term this will support us in reducing energy consumption of the building.

Our sesame app is also fully enabled at the building giving our customers hands-free access to their spaces whilst also providing the facility to book desks, check air quality and also modify temperature and lighting control. Through the app we have also connected our customers to our Social Impact Strategy with community and charity events promoted in addition to building events such as yoga classes and other health and wellbeing initiatives.

With the combination of the digital twin and our award winning sesame app The Hickman was the world’s first building to achieve a Platinum SmartScore status, recognisingits best in class approach to the integration of technology within the building.

1st

The Hickman is the world’s first Platinum SmartScore building

Our Customers' changing needs

With sustainability increasingly a strategic imperative for our customers, here we set out our approach to creating the exceptional, sustainable places that our customers need and their employees expect.

Owning and managing our buildings means that we put our customer needs at the centre of everything we do. They expect us to offer:

1. High quality space, in prime locations with sustainability and health and wellbeing designed in from concept design right the way through to day-to-day operation
2. Technology that supports their day-to-day business as well as the achievement of their sustainability and health and wellbeing goals
3. A flexible offering, catering for those who want to take spaces that are either ready to fit, fitted or fully managed
4. Enhanced service and amenity provision with a social conscience

Our vision: To help our customers thrive by designing, creating, managing and owning market-leading, sustainable workspaces, delivering personal customer experiences every single day.

Together we thrive

Working in partnership with our customers to unlock potential and ensure they continue to thrive

How we deliver on this:

Actively listen

We get personal, really listening to and getting to know our customers; asking questions and engaging in two-way dialogue so that we can deeply understand them and empathise with their needs.

Bring the energy

Passionate about what we deliver, we are can-do people who bring energy and respond with speed. Proactive, we don't sit around waiting for a problem, we anticipate and address it before it arrives.

Be flexible

Open and adaptable, we work collaboratively with our customers to deliver their needs as they evolve. Understanding there is no one size fits all, we stay curious; constantly learning and staying up to date so we can tailor the best solution for each customer.

Add value

We add value through our knowledge and experience, coming prepared and bringing fresh ideas and solutions. Driven by our purpose, we seek to unlock potential and make an impact.

Keep our word

We are reliable and consistent partners that our customers can trust. Honest and professional, we follow through on our promises and always do what we say we'll do.

Our commitment to our customers on sustainability

Our customers can expect that:

- Our customer experience team are well briefed on how our buildings work, they are treated as a design team member from the start of the design process and so they are ideally placed to support customers as they move in and also whilst in occupation of their workspace
- Our spaces will be low in carbon by design, with information available to our customers on the embodied carbon and target energy intensity of the space
- We will first try and reuse and repurpose existing materials. Where new materials are needed, we will minimise their environmental impact
- Ethical sourcing processes will have been followed for all materials used within our spaces
- We will take a collaborative approach and will work closely with our customers, helping them to reduce energy consumption and carbon emissions associated within their workspace
- We will champion technology to drive improved environmental performance, increase granularity of reporting on energy, water and waste consumption
- We manage waste carefully, minimising waste, reusing and repurposing where possible, whilst maximising recycling. We will work with our customers to ensure that zero waste is sent to landfill
- We have put health and wellbeing at the centre of design thinking, the appropriate elements of wellbeing accreditation standards will have been incorporated and our customer experience team will provide support on maximising the benefits of these features
- We will provide a platform for local business, social enterprises and other carefully chosen community organisations to interact with our buildings and customers, we will also maximise local employment opportunities through apprenticeship schemes
- We strive to make our spaces inclusive by design, independent consultants work with us to ensure that we consider the needs of building occupants who may have visible or unseen disabilities

Case study: Kent House

Customer First

From the outset we integrated sustainable building design practices at our recently completed refurbishment at Kent House. Our customer, Synthesia was looking for a space that was warm, inviting, inclusive and multifunctional to support agile working and team collaboration. Sustainability, health and wellbeing was at the forefront of our design.

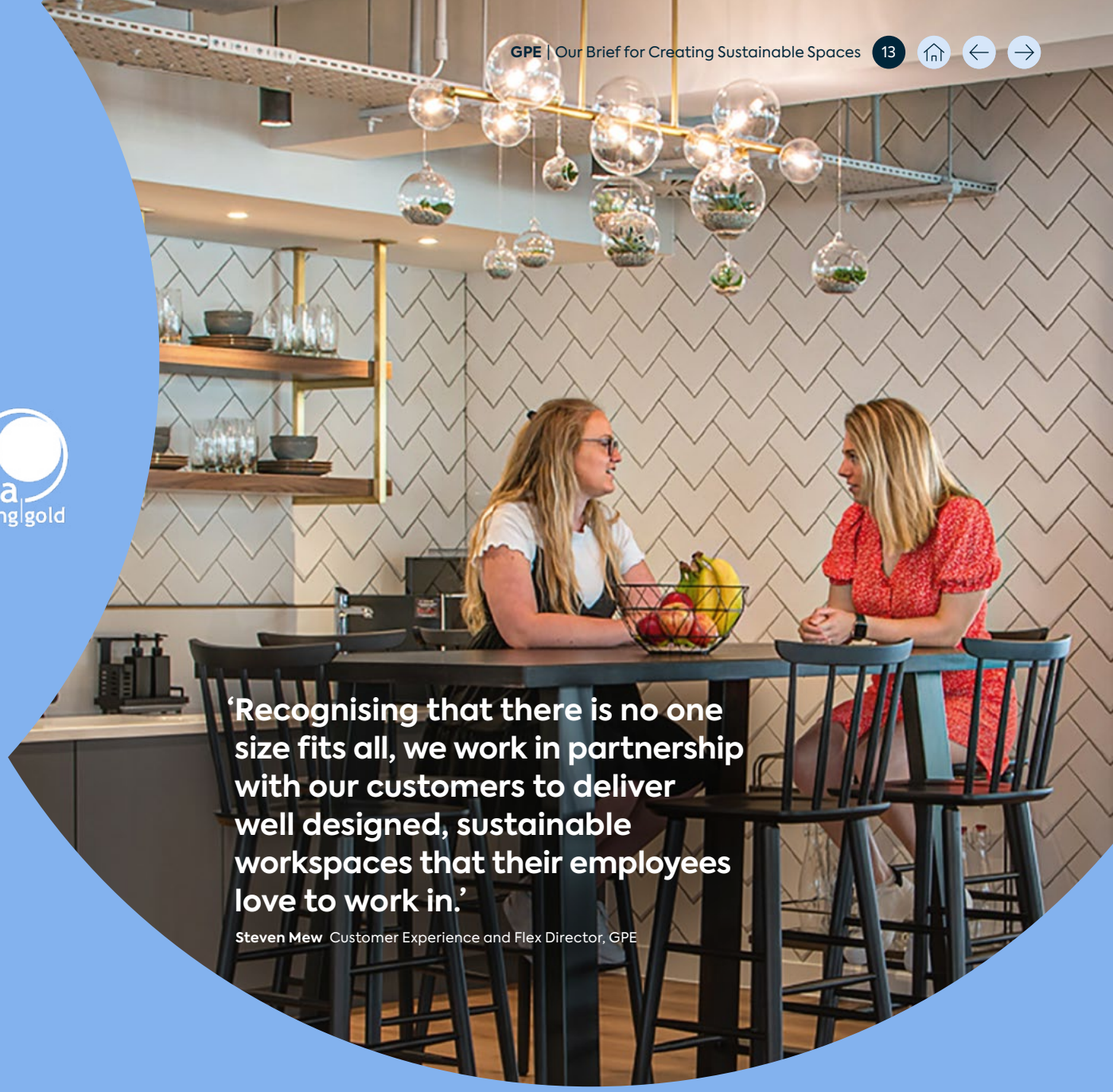
Embodied carbon considerations were considered throughout the project using recycled aluminium partitions with low levels of glazing and we re-used the raised access floor tiles. We took circular thinking into our fit out design, prioritising materials and furniture that had been repurposed or preloved, including from elsewhere in the GPE portfolio. Where other materials were required these were sourced from within the UK.

Like GPE, Synthesia were keen to improve energy efficiency for the space and reduce solar gain. Through the installation of blinds, LED lighting, sensors and efficient mechanical and electrical equipment we were able to improve on energy efficiency by 31%, achieving an EPC B rating.

99% of the waste produced during the fit out was diverted from landfill and timber was certified by the Forest Stewardship Council Chain of Custody Scheme.

To support improved health and wellbeing, lighting levels and acoustic levels were zoned to provide quieter areas with lower lighting as well as brighter zones to support video conferencing. Carpet tiles were installed glue free to improve indoor air quality and deconstructability.

We were delighted to achieve a RICS SKA Gold rating for the space.



‘Recognising that there is no one size fits all, we work in partnership with our customers to deliver well designed, sustainable workspaces that their employees love to work in.’

Steven Mew Customer Experience and Flex Director, GPE

31%

improvement in energy efficiency

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Application of the Brief

GPE developments are characterised by the following three categories. Projects within each category can also differ on the type and scale of works undertaken. Deliverables of each of these types of projects are outlined in the Performance requirements described further on in the Brief.

Development workstream	Criteria	Description of space
HQ ready to fit	All projects that are Shell and Core or CAT A fit outs	A brand-new space that's ready for our customers to design, build and manage, just how they want it
Whole building fitted and/or fully managed	Whole building projects that include CAT B fit outs	Flexible and ready to use workspaces that our customers can call their own. The customer can also choose to have their space fully managed by us, meaning we take care of everything. Making life easier and hassle free
On floor fitted and/or fully managed	On floor projects that are CAT B fit outs	

Application of the performance requirements will be determined based on the three development workstreams above. Guidance is provided regarding the applicability of each performance requirement, but as each project is bespoke, GPE will determine the project-specific performance requirements in collaboration with the broader project team and set these out in the Project Sustainability Plan (PSP).

For on floor fit outs, whilst a fully detailed project sustainability plan may not be required, the performance requirements within this document will be incorporated within the deliverables for the scheme. The sustainability consultant role may be incorporated within the scope of works of the design and build contractor.

Project Sustainability Plan (PSP)

The PSP defines the relevant project sustainability targets allowing progress and performance to be monitored and delivery risks to be managed. GPE will issue the initial PSP to the project team prior to stage 2 commencement. The PSP will initially be managed by the external Sustainability Consultant, and upon appointment, the Principal Contractor, with input from the design team, for ongoing communication with GPE to review and approve during and at the end of every stage.

The PSP is to be used as a framework and a tracking tool for the project and fit-out teams to address key sustainability opportunities. It includes:

- performance requirements with minimum and aspirational targets where applicable. These are not exhaustive and other requirements may be identified
- the design team member responsible for delivery (to be confirmed before work stage 2)
- examples of reporting processes, although other processes may be accepted after it has been agreed with the Project Manager
- reporting against the performance requirement target
- any risk associated with the performance requirement

Data verification and assurance

In addition to project monitoring through the PSP, project teams are required to collect and make available auditable evidence to demonstrate how performance requirements have been achieved for the duration of the project.

Designing for in-use and end of life

Throughout design and construction, the project must fully consider the operation and eventual reuse of the space. Careful consideration is to be made to ensure the performance requirements do not just focus on the design and construction stages of a project, but the whole life cycle of a building.

In-use performance requirements have been included within this Brief, and it is expected that the conversation regarding in-use performance requirements does not begin at the end of the construction stage, but instead during the design phase where pre-contract requirements for post occupancy monitoring and management are determined.

Roles and responsibilities

All team members involved in a development project have a part to play in achieving the selected sustainability targets. The team is expected to work together collaboratively and take shared responsibility for the successful delivery of a sustainable scheme. The key roles performed by the project team are summarised below.

Full duties and specific consultant responsibilities will be confirmed by GPE on a project-by-project basis. These roles may vary depending on the form of procurement, for example the Sustainability Consultant role may be fulfilled by the D&B Contractor in a fully managed project.

Project Manager	Commercial Manager	Sustainability Consultant	External Design team	Main Contractor
– Identifying planning submission requirements (with support from the Planning Consultant) – Management of consultants to ensure they are performing their sustainability duties and issuing required documentation for the Employer's Requirements in line with the Brief – Ensuring the required meetings and presentations are arranged – During contract stage, ensuring the contractor's performance and compliance is being monitored and any risks are raised	– Ensuring appropriate cost allowances are made at each stage for the sustainability targets including contingency allowances for identified future opportunities – Providing information to the Sustainability Consultant (or equivalent) for embodied carbon assessments and any carbon offset payment reporting	– Responsible for preparing and managing the PSP – Identifying planning submission requirements (with support from the Planning Consultant) – Together with the Project Manager, ensuring the design team and the contractor are aware of and are progressing their actions and any risks are raised – During contract stage, monitoring and reporting that the contractor is complying with the sustainability Employers' Requirements (ERs) Provision of recommendations for continuous improvement on sustainability performance	– Ensure the project's sustainability targets are embedded in the design process and take action to achieve the minimum targets, and where possible identify measures to meet the aspirational targets – Working with the Sustainability Consultant to identify appropriate solutions, risks and opportunities	– Providing proposals in response to the ERs detailing how sustainability targets will be managed and achieved, including opportunities for improvement – During pre-construction engagement and through construction, continuous review on sustainability targets particularly in terms of procurement and supply chain and methodology – Responsible for delivering the design and construction to comply with the agreed project targets – Providing handover documentation and occupier training to allow for ongoing successful management of the building in line with sustainability targets

Deliverables and reporting

The contents of the PSP, reports and Employers' Requirements will be project specific. This section is intended as a guide, and any additions or deviations from this are to be agreed with the Project Manager.

Project Sustainability Plan (PSP)

Each applicable project is required to use a PSP. The PSP is project specific and defines the relevant project sustainability targets allowing progress and performance to be tracked as well as risks to be managed. GPE will issue the initial PSP to the project team prior to stage 2 commencement which will define the project sustainability performance requirements. The PSP will initially be managed by the Sustainability Consultant, and upon appointment, the Principal Contractor, with input from the design team, for ongoing communication with GPE to review and approve during and at the end of every stage.

The PSP is to be used as a working version of the Brief and a tracking tool for the project team to address key sustainability issues. Note that the performance requirements included within this Brief are not exhaustive and it is expected that other aspects may arise or be applicable to a project. These can be added into the PSP at any time.

End of stage reporting

Coordinated by the Sustainability Consultant. Contents to include:

- Scheme options with embodied carbon comparisons and recommendations included in Whole Life Carbon Report
- PSP with key assumptions, targets, risks and mitigation
- Key specification criteria considerations
- Energy model reporting
- Supply chain input

Employers' Requirements

Coordinated by the Sustainability Consultant with support from the Project Manager and Commercial Manager. This list is not exhaustive, and the PM and Sustainability Consultant are to advise on any other contents required to ensure the Contract includes all materials required to enable the targets to be met:

- PSP with Contractor actions identified
- Accreditation specifications/targets
- Contractor NABERS UK Brief
- Contractor whole life carbon assessment Brief

The detail

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Performance requirements

These requirements ensure the sustainability commitments are integrated into the practical delivery of our developments, and are structured around the four pillars of our Statement of Intent 'The Time is Now'.

A Project Sustainability Plan (PSP) is to be created for each project confirming targeted performance requirements. The minimum requirements must be met on all GPE projects; and aspirational requirements targeted where achievable enabling project teams to maximise value on each project according to its unique characteristics. Where no requirement is stated the KPI is to be defined by the project team.

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Sustainability accreditations									
BREEAM	BREEAM Rating (New Construction, Refurbishment & Fit out)	Outcome	Excellent	Outstanding	Sustainability Consultant	●	●		
	BREEAM Rating (In-use)	Outcome	Excellent	Outstanding	GPE				○
SKA	RICS SKA Rating	Outcome	Silver/Gold	Gold	Sustainability Consultant		●[1]	●	
WELL	WELL Core Certification	Outcome	Gold	Platinum	Sustainability Consultant	●	○		
	WELL Performance Rating	Outcome	21/33 features achieved	–	Sustainability Consultant	●	○		
Fitwel	Fitwel enabled	Outcome	2 star	3 star	Sustainability Consultant		●		
CCS	Considerate Constructors Scheme Score	Outcome	40–45	46–50	Principal Contractor	●	●	●	
Net Zero	UKGBC Net Zero framework (Construction)	Process	–	–	Sustainability Consultant	●	●		
	UKGBC Net Zero framework (In-use)	Process	–	–	GPE				○

1. BREEAM to be used in preference to SKA unless not appropriate for the size and scope of the project.

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Integrating climate resilience within the design of our spaces									
Climate adaptation	Undertake a climate risk assessment to identify, evaluate and set out climate risks against appropriate climate change scenarios. This should include, but is not limited to, changes in rainfall, windstorms, heat stress and flooding	Process	–	–	Sustainability Consultant	●	●	○	
	Create a climate risk adaptation strategy to inform design. Adaptation measures should prioritise nature-based solutions and passive design	Process	–	–	Sustainability Consultant	●	●	○	
Overheating risk	Meet CIBSE's criteria for thermal comfort and avoid any risk of overheating	Process	–	–	MEP	●	●		
	If applicable, add tree canopy cover to provide shade and mitigate overheating risks	Outcome	15%	20%	Ecologist/ Landscape Architect	●	●		
Flood risk	Undertake a flood risk assessment and surface run-off study to assess current and future impact from storms and flooding. Where required develop a flood management plan	Process	–	–	Sustainability Consultant	●	●		
	Percentage of rainwater to be managed and discharged through natural infiltration (SuDS) on-site unless there are practical reasons for not doing so. Developments should follow stages 1 to 3 of the London Plan hierarchy: 1. Store rainwater for later use 2. Use infiltration techniques, such as porous surfaces in non-clay areas 3. Attenuate rainwater in ponds or open water features for gradual release	Outcome	50%	100%	Drainage Engineer	●	●		
	Landscaping to prioritise species which are drought tolerant, have a hardiness to weather extremes and low irrigation requirements	Process	–	–	Ecologist/ Landscape Architect	●	●	●	●

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Integrating climate resilience within the design of our spaces continued									
Water use	Grey water and rainwater harvesting systems to be reviewed for feasibility and installed where appropriate	Process	–	–	MEP/Landscape Architect	●	●		
	Maximum building water usage m^3/m^2	Outcome	0.4 m^3/m^2	0.35 m^3/m^2	MEP	●	●		○
	Total potable water use per person per day	Outcome	20 l/p/d	13 l/p/d	MEP	●	●		○
	Minimise volume of potable water used for irrigation, through the specification of drought resistant planting and species	Process	–	–	Landscape Architect	●	●		○
Nature and biodiversity	Project hoarding to use temporary modular green walls where feasible	Process	–	–	Principal Contractor	●	●		
	Biodiversity net gain (BNG)	Outcome	10%	50%	Ecologist/ Landscape Architect	●	●	○	○
	Urban Greening Factor Score (UGF)	Outcome	0.3	0.33	Ecologist/ Landscape Architect	●	●		
	Support organisations that promote urban greening in London	Process	–	–	GPE	●	●	○	●
	Collaborate with other property owners to improve the green infrastructure within the boroughs in which we work	Process	–	–	GPE	●	●		●
	Through the sesame app, enable our occupiers to have improved connection to nature within our spaces or through local organisations	Process	–	–	GPE				●

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Integrating climate resilience within the design of our spaces continued									
Construction waste	Create a resource management plan/site waste management plan, separating reuse and recycled construction waste	Process	–	–	Principal Contractor	●	●	●	
	Undertake a pre-demolition/pre-renovation waste audit and explore opportunities where materials can be used on-site or elsewhere	Process	–	–	Demolition/ Principal Contractor	●	●	●	
	A maximum of tonnes of waste generated per 100m² (GIA)	Outcome	3.2 tonnes	1.9 tonnes	Demolition/ Principal Contractor	●	●	●	
	Percentage of non-hazardous waste diverted from landfill (construction, demolition and excavation)	Outcome	95%	100%	Demolition/ Principal Contractor	●	●	●	
	Percentage of non-hazardous construction waste that is reused or recycled	Outcome	95%	100%	Principal Contractor	●	●	●	
Operational waste	Create appropriate waste segregation facilities for customer waste	Process	–	–	Architect	●	●	●	
	Support more efficient approaches to site deliveries and consider the use of consolidation centres in operation	Process	–	–	GPE				●
	Percentage of operational waste to be reused/recycled	Outcome	100%	100%	GPE				●

● Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Decarbonising our spaces									
Embodied carbon	Undertake a Whole Life Carbon assessment in line with GPE's WLC Brief (See Appendix A)	Process	–	–	Sustainability Consultant	●	●	●	
Circular economy	Produce a Circular Economy Statement which includes a materials passport created with End of Life reuse scenarios for all materials and a functional adaptability analysis	Process	Scope will depend on size of project – define in Project Sustainability Plan		Sustainability Consultant	●	●	○	
	Minimum percentage recycled content (%) aligned with GPE's Recycled Content Guidelines (See Appendix B)	Outcome	30%	50%	Structural Engineer/ Architect/ Principal Contractor	●	●	●	
	Maximise percentage of materials by weight which can be recovered and reused at disassembly	Outcome	30%	100%	Structural Engineer/ Architect/ Principal Contractor	●	●	●	
	Maximise percentage of product (by quantity) with an EPD	Outcome	25%	35%	Structural Engineer/ Architect/ Principal Contractor/ MEP	●	●	●	
	Minimum percentage of timber procured to be from FSC or PEFC sources	Outcome	100%	100%	Structural Engineer/ Architect/ Principal Contractor	●	●	●	

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Decarbonising our spaces continued									
Operational energy	NABERS UK Design for Performance (DfP) star rating	Outcome	5 stars	5.5 stars	Sustainability Consultant	●	○		○
	NABERS UK Base Build Energy star rating (standing investments)	Outcome	3.5 stars	4.5 stars	Sustainability Consultant		●		○
	Meters and sub-meters are AMR capable and BMS linked in line with NABERS UK Design for Performance (DfP) guidance	Outcome	100%	100%	MEP	●	●		○
	Whole building (including customer) energy intensity target NLA	Outcome	115 kWh/m^2 NLA	90 kWh/m^2 NLA	Sustainability Consultant	●	●		
	Building wide EPC rating	Outcome	B	A	Sustainability Consultant	●	●	Consideration of the impact on the overall EPC	
	Fossil fuel free development[1]	Process	–	–	MEP/ Sustainability Consultant	●	●		
	Consideration of connection to local heat networks	Process	–	–	MEP/ Sustainability Consultant	●	●		
	Explore options for on-site renewable self generation energy systems	Process	As appropriate	As appropriate	Sustainability Consultant	●	●		
	Post occupancy evaluation 12 months after property occupied assessing energy performance	Process			GPE				●

1. For life safety systems work with GPE and our customers to review options for removing fossil fuel.

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Decarbonising our spaces continued									
Sustainable transport	Undertake a transport assessment and adopt identified measures for sustainable transport	Process	–	–	Transport Consultant	●	●		
	Minimum number of cycle spaces (Local planning to be met if more onerous)	Outcome	5% of estimated regular customers	5% of estimated regular customers	Architect	●	●		
	Projects with more than ten parking spaces, meet the minimum number of electrical vehicle charge points	Outcome	One charge point and cable routes for one in five of the total number of spaces	One charge point and cable routes for one in five of the total number of spaces	Architect	●	●		
Carbon offsetting	Internal carbon price £95 applied by project per tonne carbon upfront emissions stages A1–A5	Outcome	£95	£95	Sustainability Consultant	●	●		
	Internal carbon price £95 applied annually per tonne carbon for Scope 1 and Scope 2 energy emissions	Outcome	£95	£95	GPE				●

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Putting health and wellbeing front and centre									
Indoor air quality	Create an indoor air quality management plan considering control of contaminant sources, testing and analysis	Process	–	–	MEP/Principal Contractor	●	●	●	
	Create a plan that details how the introduction of construction-related pollutants into indoor air will be minimised and how the building products will be protected from degradation	Process	–	–	MEP/Principal Contractor	●	●	●	
Access to drinking water	Number of drinking water dispenser(s) per floor located within 30m walk distance of all regularly occupied floor area and in all dining areas	Outcome	1	1	Architect		●		
Visual comfort	All indoor and outdoor spaces should comply with standard industry lighting guidelines – IES Lighting Handbook 10th Edition – EN 12464-1&2: 2011 – CIBSE SLL Code for Lighting	Process	–	–	Architect	●	●	●	
Ergonomics	All seating at workstations for employees must be adjustable	Process	–	–	GPE		●	●	

● Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Putting health and wellbeing front and centre continued									
Movement	Where possible, the targeted items should be provided on-site or within 200m of the building's main entrance	Outcome	– 1 secure cycle storage space with locker per 10 regular occupants – 1 shower for every 10 cycle spaces – Changing areas (with benches/hooks) – Basic bicycle maintenance tools, including tyre pumps, patch kits and hex keys available for use or provided by GPE quarterly as on-site bike maintenance services		Architect/GPE	●	●	●	○
	Projects encourage stair use	Process	–	–	Architect/GPE	●	●	●	○
	Consider and implement active design principles	Process	–	–	Architect/GPE	●	●	●	
Acoustic comfort	Sound absorbing materials should be provided in open plan areas to meet equivalent standards to BCO Guidance for open plan office acoustics	Process	–	–	Architect	●	●	●	
	Control reverberation time based on room functionality	Process	–	–	Architect		●	●	
	Interior partition walls should meet Sound Transmission Class (STC) or weighted sound reduction (Rw) based on the room type	Process	–	–	Architect	●	●	●	
Healthy materials	Minimise VOC content in materials	Process	–	–	Architect	●	●	●	●

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Putting health and wellbeing front and centre continued									
Promote biophilia	The project integrates biophilic measures throughout the space, including common circulation routes, shared seating areas and rooms (e.g. conference rooms, common spaces) and workstations (as applicable)	Process	–	–	Architect/GPE		●	●	○
Mindful eating	Food preparation amenities are provided in a quantity that meets employee demand in at least one dedicated eating area within project boundaries	Process	–	–	Architect/GPE		●	●	
	A dedicated eating space that is climate controlled is located within a 650 ft walking distance of the project boundary	Process	–	–	Architect/GPE		●	●	
Post occupancy	Post occupancy evaluation to be undertaken 12 months after occupation to understand building health and wellbeing performance	Process	–	–	GPE				●

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Creating a lasting positive social impact in our communities									
General	Carry out a local needs analysis and undertake a stakeholder engagement exercise to understand the specific needs in the locality. Generate a project specific Social Impact Plan	Process	–	–	Social Value Consultant/ GPE	●	●		
	Assign a social impact champion for projects over £3 million in value	Process	–	–	Principal Contractor	●	●		
Enabling healthy and inclusive communities	Undertake an independent accessibility audit to promote inclusive design and high quality user-experience	Process	–	–	Social Impact Champion/ Accessibility Auditor	●	●	○	○
	Carry out stakeholder engagement	Process	–	–	Social Value Consultant	●	●	●	
Championing diverse skills and accessible employment opportunities	Principal Contractor to comply with local regulations as a minimum, including Considerate Constructor's Scheme and report on their responsible business practices as set out in our Supplier Code of Conduct	Process	–	–	Principal Contractor	●	●	●	
	Principal Contractor to report on their diversity and inclusion practices (for example through the Living Future JUST tool) to demonstrate commitment to transparency and promote action	Process	–	–	Principal Contractor	●	●	●	●[1]

1. For operational buildings, this requirement applies to our supply chain partners.

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Creating a lasting positive social impact in our communities continued									
Championing diverse skills and accessible employment opportunities continued	All working on our behalf at our developments and operational buildings including sub-contractors, to be paid the London Living Wage	Outcome	100%	100%	Principal Contractor/ Social Value Consultant	●	●	●	●
	Apprentices accounting for minimum percentage of the full-time supply chain workforce	Outcome	3%	5%	Principal Contractor/ Social Value Consultant	●	●	○	○
	Minimum percentage of apprentices and new jobs supported beyond six months	Outcome	75%	85%	Principal Contractor/ Social Value Consultant	●	●	○	
	Deliver training and mentoring programmes to upskill supply chain employees and enable increased recruitment of candidates from disadvantaged backgrounds	Process	–	–	Design Team/ Principal Contractor/GPE	●	●	○	○
	Number of training, employability and careers programmes delivered within the local community to promote careers for under-represented groups	Outcome	15	25	Design Team/ Principal Contractor/GPE	●	●		
	Number of students engaged through employability programmes, both on- and off-site	Outcome	70	120	Design Team/ Principal Contractor/GPE	●	●		○
	Minimum percentage of FTE jobs in the supply chain, on or off-site, filled by groups which are under-represented in the industry (e.g. women, disabled, BAME, neurodiverse, ex-offenders, care leavers)	Outcome	10%	20%	Social Value Consultant	●	●	○	●
	Deliver ongoing support programmes for neurodiversity and mental health in recruitment and employment	Process	–	–	GPE	●	●		●

○ Desirable/Where appropriate ● Required

Performance requirements continued

Themes	KPI	Outcome/ process	Minimum target	Aspiration target	Responsibility	HQ ready to fit	Whole building fitted and/or fully managed	On floor fitted and/or fully managed	Operational building
Creating a lasting positive social impact in our communities continued									
Supporting the growth of local business and social enterprise	Percentage of project budget to be spent with businesses operating within and residing in the London boroughs where GPE operate	Outcome	25%	40%	Social Value Consultant	●	●	○	
	Minimum percentage of materials sourced locally within 25 miles of project site	Outcome	25%	35%	Design Team/ Principal Contractor	●	●	○	
	Prioritise local independent artisans for the procurement of furniture, furniture and fixtures (FF&E) and equipment	Process	–	–	FF&E/Principal Contractor/GPE		●	●	●
	Minimum percentage of in-use procurement to be from organisations in the London boroughs where GPE operates, prioritising SMEs	Outcome	50%	95%	GPE/Principal Contractor				●
	A proportion of floor space of developments over 500 sqm GIA to be let as affordable rate or no cost business space (below the market rate) to local charities, local SMEs and VCSEs	Outcome	–	–	GPE	●			
	A proportion of the building to be opened up for use by local community and not-for-profit organisations during times when it is unused	Outcome	–	–	GPE				●
	Deliver anti-modern slavery training and awareness programmes for the supply chain	Process	–	–	GPE/Principal Contractor	●	●	●	●
	Advocate for fair labour standards certified by third parties, conducting an Ethical Employment audit and providing support to local businesses to achieve this	Process	–	–	Principal Contractor	●	●	○	○ [2]

2. For on floor fitted and or fully managed and operational buildings advocacy for fair labour standards is still a requirement, however auditing may not be applicable.

○ Desirable/Where appropriate ● Required

Appendix A: Whole Life Carbon (WLC) guidelines

Reducing embodied carbon across GPE's portfolio is a key step to achieving GPE's net zero carbon ambitions. By 2030, GPE aim to reduce upfront embodied carbon (A1-A5) from the new build and refurbishment process by 40%, aiming to achieve a target of 572kgCO_2e per m^2 and 204kgCO_2e per m^2 respectively.

Reference should also be made to our Carbon Measurement Framework for further details.

However, embodied carbon targets are dependent on a project's scope of works and therefore, before undertaking a Whole Life Carbon Assessment, appropriate upfront carbon targets (A1-A5) and whole life carbon targets (B and C, excluding B6 & B7) are to be set by GPE, with input from the sustainability consultant, prior to stage 2 and included in the PSP.

It is recommended that both the upfront carbon and whole life carbon (excluding B6 and B7) targets have sub-targets aligned with the following key building elements:

- Substructure
- Superstructure
- Finishes
- Fittings, furnishings, and equipment (FF&E)
- Building services/MEP
- External Works

Whole Life Carbon Report

The following information is to be displayed clearly on the summary page of the Whole Life Carbon Report:

- Development description
- Approach
- Comparison of upfront carbon and WLC results, including any options appraisals, against industry benchmarks
- Embodied carbon emissions saved by retention of building elements (if applicable)
- Offset payments aligned to accredited carbon offsetting mechanisms

Example of setting targets

As an example, building A is a new build (CAT A fit out) and building B is a minor refurbishment (CAT B fit out) where the building services are to be replaced, new finishes applied, and FF&E replaced.

The carbon per building element in the following table has been proportioned to align with GLA's Whole Life Carbon benchmarks.

Building A

Building elements	Upfront Carbon (A1-A5)	Whole Life Carbon (B&C, excluding B6&B7)
Substructure	114kgCO_2e/m^2	4 kgCO_2e/m^2
Superstructure	300kgCO_2e/m^2	103kgCO_2e/m^2
Finishes	46 kgCO_2e/m^2	107kgCO_2e/m^2
Fittings, furnishings, and equipment (FF&E)	11 kgCO_2e/m^2	36kgCO_2e/m^2
Building services/MEP	95 kgCO_2e/m^2	140kgCO_2e/m^2
External Works	6 kgCO_2e/m^2	8 kgCO_2e/m^2
Total	572 kgCO_2e/m^2	398kgCO_2e/m^2

Building B

Building elements	Upfront Carbon (A1-A5)	Whole Life Carbon (B&C, excluding B6&B7)
Finishes	46kgCO_2e/m^2	107kgCO_2e/m^2
Fittings, furnishings, and equipment (FF&E)	11kgCO_2e/m^2	36kgCO_2e/m^2
Building services/MEP	95kgCO_2e/m^2	140kgCO_2e/m^2
Total	152kgCO_2e/m^2	283kgCO_2e/m^2

Appendix B: Recycled content guidelines

As part of GPE's approach to embedding efficient resource use and circular economy principles across its portfolio, it has set materials recycled content targets. The aim is to:

Recognise and encourage the use of recycled content and secondary aggregates, thereby reducing the demand for virgin material and optimising material efficiency in construction (UKGBC).

Where new materials are required, the recycled content of these should be optimised. The project team will outline the strategy for the recycled content per material as part of the PSP which will be subject to ongoing review as the design and procurement activities progress and evolve.

The benefits of this include:

- reduction of virgin material use and enabling the use of waste by-products
- reduction of embodied carbon
- contribution towards sustainability benchmarking schemes
- reduces the amount of waste generated

It is recommended that the project specific recycled content targets are chosen at stage 2 for the following key building elements as a minimum:

- Engineered fill
- Aggregate
- Concrete
- Structural steel beams
- Blockwork and concrete paving
- Insulation
- Plasterboard
- Carpet tiles
- Base and binder courses for asphalt roads

Minimum recycled content targets have been given in the following table:

Setting targets

Material	Recycled content target
Engineered fill	100%
Aggregate	20% – 50%
Cement in concrete	20% – 50%
Structural steel beams	20% – 50%
Blockwork and concrete paving	50% – 80%
Insulation	50% – 80%
Plasterboard	60% – 95%
Carpet tiles	50% – 80%
Base and binder courses for asphalt roads	50% – 80%

Glossary

A1-A5

Life cycle stages of a building are split into modules from A1-A5 stages relate to the materials production and construction stages of a building.

BCO

British Council for Offices.

Biodiversity net gain (BNG)

Overall increase in habitat and/or quality of a natural environment. Provides targeted improvements of biodiversity and societal benefits.

Biophillia

A love of life and living things and utilising that in building design.

BREEAM

Building Research Establishment Environmental Assessment Method is a sustainability assessment method that is used to masterplan projects, infrastructure and buildings. Launched in 1990, by the Building Research Establishment it sets standards for the environmental performance of buildings through the design, specification, construction and operation phases and can be applied to new developments or refurbishment schemes.

Blue roof

A roof is an urban drainage system which allows for controlled attenuation of rainfall during heavy and storm events.

Building Information Modelling (BIM)

The holistic process of creating and managing information for a built asset. Based on an intelligent model and enabled by a cloud platform, BIM integrates structured, multi-disciplinary data to produce a digital representation of an asset across its lifecycle.

Building Management System (BMS)

A computer-based system installed to control and monitor a building's mechanical and electrical equipment such as ventilation, lighting, energy, fire systems, and security systems. It consists of software and hardware.

Carbon offset

Emissions reductions or removals that are achieved by one entity that can be use to compensate for anothers emissions.

Carbon Risk Real Estate Monitor (CRREM)

The Carbon Risk Real Estate Monitor (CRREM) provides the real estate inudstry with transparent, science-based decarbonisation pathways for assets aligned with the Paris Climate Goals of limiting global temperature rise to 2°C, with ambition towards 1.5°C.

Circular economy

Ensures waste is designed out, materials are reused and natural systems are regenerated. Circular economy principles include designing for longevity, adaptability, standardisation etc.

Climate resilience

Climate resilience is the ability to anticipate, prepare for and respond to hazardous events, trends, or disturbances related to climate.

Considerate Constructors Scheme (CCS)

An independently managed, not-for-profit organisation that works side-by-side with the construction industry and the public to raise standards and build trust in construction.

Digital twin

A digital representation of an intended or actual real-world physical product, system, or process (a physical twin) that serves as the effectively indistinguishable digital counterpart of it for practical purposes, such as simulation, integration, testing, monitoring, and maintenance.

Embodied carbon

The greenhouse gas emissions emitted through the life cycle stages of a building. These include building material extraction and processing, transportation, construction, maintenance stages and final demolition of a building.

Energy intensity

The energy consumption of our buildings expressed as kWh/m^2.

Energy Performance Certificates (EPCs)

An assessment of a building's potential energy efficiency graded from A to G. An EPC is required when buildings are built, sold or let.

Environmental Product Declarations (EPDs)

An independently verified and registered document that communicates transparent and comparable information about the life cycle environmental impact of a product.

Fitwel

A building ratings system focused on health and wellbeing.

FSC timber

Forestry Stewardship Council certified timber and timber products.

FTE

Full Time Equivalent.

GLA

Greater London Authority, the devolved regional governance body of Greater London.

Internal Carbon Price

The method of applying a cost of carbon, £/tonne, to business and financial decision making processes.

Life Cycle Assessment

The systematic evaluation of multiple environmental impacts of a product, activity, or process over its entire life cycle. It follows the standard ISO 14044.

Glossary continued

London Living Wage

An hourly rate of pay, set annually by the Living Wage Commission and calculated to reflect the high cost of living in the capital.

Materials Passport

Sets of data describing defined characteristics of materials in products that give them value for recovery and reuse. They facilitate strategising circularity decisions in supply chain management.

Modern Slavery

Modern slavery is defined as the recruitment, movement, harbouring or receiving of children, women or men through the use of force, coercion, abuse of vulnerability, deception or other means for the purpose of exploitation.

NABERS UK

A rating system for the energy efficiency of office buildings, it includes both Design for Performance and Energy for Offices rating schemes.

Nature-based solutions

Actions to protect, sustainably manage and restore natural ecosystems that address societal challenges, whilst simultaneously providing health and biodiversity benefit.

RIBA stages

Royal Institute of British Architecture's Plan of Work organises the process of briefing, designing, constructing and operating building projects into eight stages and explains the stage outcomes, core tasks and information exchanges required at each stage.

SKA

A rating system that helps property owners and customers assess fit-out projects against a set of sustainability good practice criteria.

SME

Small and Medium Enterprise.

SmartScore

SmartScore measures how smart a building is against the following criteria.

Building functionality – this considers how a building delivers outstanding outcomes looking at how it addresses the issues users experience day to day. It takes into consideration things like security, sustainability, wellbeing, operations, services and productivity.

Technological foundation – this assesses to what extent the technology, processes and procedures are robust and future-proofed across six categories: cybersecurity, governance, building systems, data sharing, landlord integration network and tenant digital connectivity.

Social enterprise

A business which aims to make a profit, but which uses its profits to generate positive social value and impact in line with its Memorandum of Arts. Social enterprises also have asset locks in place to ensure all assets are used to further their social objectives. This is achieved through, for example, reinvesting profits into the business to fund their own activities or donating to an external partner organisation.

Social Value

The UK Green Building Council states that in the context of the built environment, social value is created when buildings, places and infrastructure support environmental, economic and social wellbeing, and in doing so improve the quality of life of people.

Soft Landings

A building delivery process which runs through the project, from inception to completion and beyond, to ensure all decisions made during the project are based on improving operational performance of the building and meeting our Customer's expectations.

Sustainable Drainage Systems

Designed to manage stormwater locally, as close to sources as possible to mimic natural drainage and encourage infiltration, attenuation and passive treatment.

Urban Greening Factor

The UGF is a tool to evaluate the quality and quantity of urban greening. It enables developments to demonstrate how they have included urban greening as a fundamental element of site and building design.

VCSE

Voluntary, Community and Social Enterprises.

WELL Building Standard

A rating system for measuring, certifying and monitoring aspects of the built environment that could impact human health and wellbeing. A WELL Enabled building ensures that all measures to achieve core credits have been implemented to allow a customer to proceed to a full WELL certification.

Zero carbon tariffs

Where no carbon emissions are produced from the process of the energy being generated, e.g. wind, nuclear and solar. Renewable Energy Certificates proving the source of zero carbon energy can be requested in the form of REGO (electricity) and RGGO (gas).

GPE.
Greater together

Great Portland Estates plc
33 Cavendish Square
London W1G 0PW

Tel: 020 7647 3000

www.gpe.co.uk