

MUSE

Our
Sustainable
Future
Highlights
Report
2023

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1. EXECUTIVE SUMMARY

We take pride in our role and responsibility in creating sustainable places, for a sustainable future.



In 2021, we launched 'Our Sustainable Future' and we've been working hard to embed this strategy into our business operations and projects. We are proud to share an honest update about our progress including some examples of our projects.

'Our Sustainable Future' is proving critical to our success as a business and our people have responded positively to the challenges faced in delivering projects in line with the targets we have set. This isn't a choice for us as a business, it's what we do. We continuously strive to do better and are happy to share our experiences with the wider industry.



Phil Mayall, Managing Director at Muse, said:

"Our inaugural Sustainable Futures report brings in to stark focus our responsibility, as a nationwide placemaker, to create places that help to tackle the climate crisis. Delivering sustainability is about doing the right thing for the environment, communities and our partners.

"This report is an honest reflection of how we are performing at the moment. Its real strength however is that it will allow us to benchmark and measure our performance in the future, providing indicators of what works and what doesn't, with successful innovation shared not only across our future developments but also with our partners and the industry as whole."



Syreeta Bayne, Head of Sustainability and Social Value at Muse, said:

"I am proud that we have published our first Sustainable Future report, highlighting the steps to create kinder and better places for communities up and down the country.

"Our report will also expand on what we've learned through our work, as we look to be transparent in our approach, while at the same time continuously innovating and building a brighter future, together.

"As a business, we're committed to leading from the front and doing our bit to tackle the climate crisis, delivering sustainable regeneration that leaves a positive, long-lasting legacy for future generations."



Graham Edgell, Group Sustainability and Procurement Director at Morgan Sindall Group, said:

"Muse's transparent and market-leading approach to sustainability and social value, makes a major contribution to our total commitments at Group level.

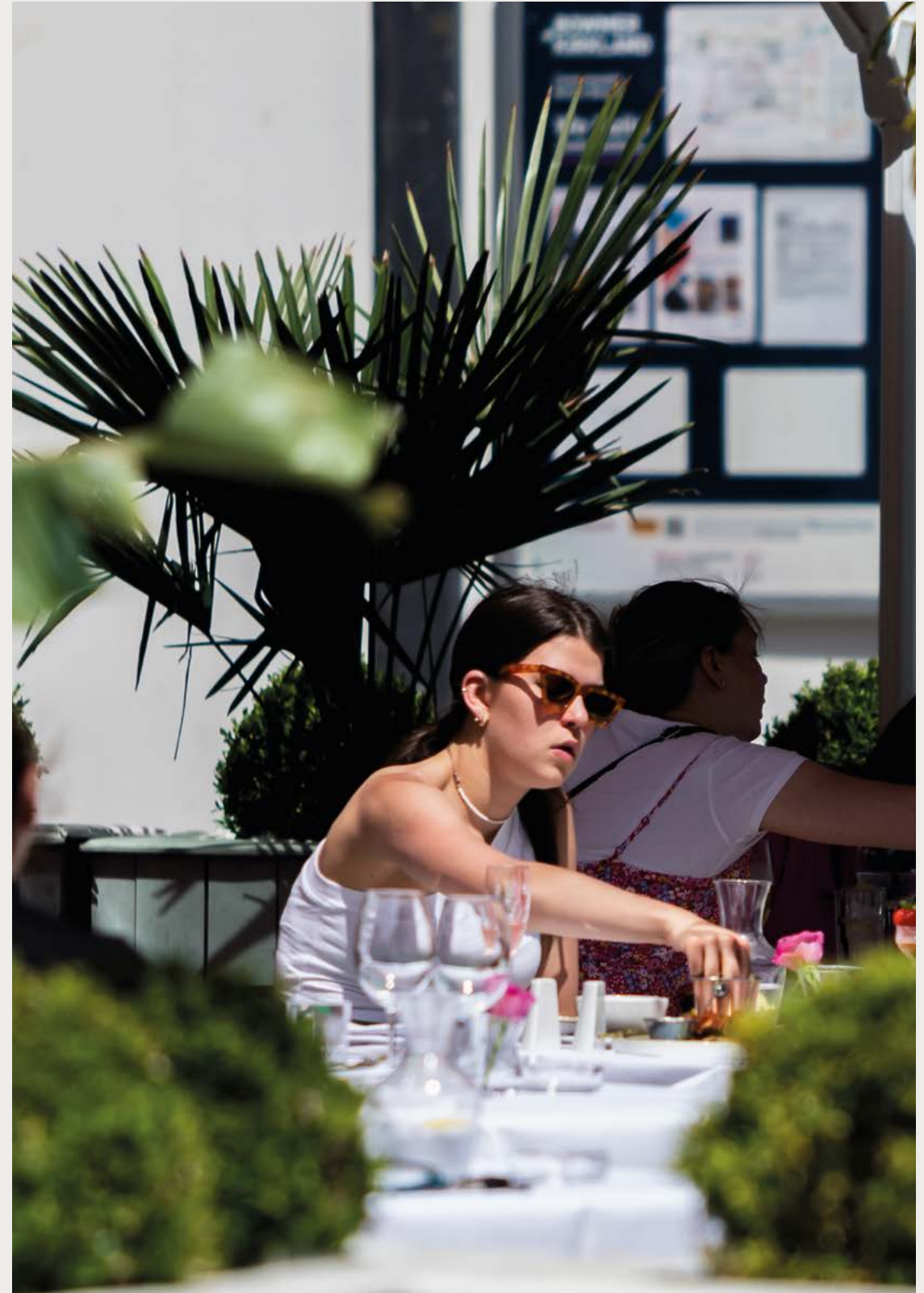
"The built environment is currently responsible for 25% of UK carbon emissions. We can help tackle climate change by reducing our emissions and waste, building energy-efficient buildings, and increasing biodiversity, and Muse is truly leading the way in this field.

"I am looking forward to future Sustainable Futures reports, as we continue to voluntarily measure and report on both our environmental and social performance, for the betterment of the industry."

Our vision is to create exemplar sustainable net-zero places that maximise social benefits and enhance the environment for future generations.

Our goal is to build environmentally friendly communities that are founded upon social impact and health and wellbeing.

Our pledge is to fulfil these responsibilities with integrity, honesty, and transparency.

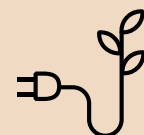


We aspire to achieve our vision, meet our goals, and honour our pledge by implementing, managing, and monitoring our Sustainable Development Strategy, Our Sustainable Future.

Our Sustainable Development Strategy (SDS) provides our teams, contractors, and wider supply chain with clear guidelines and targets to deliver the highest levels of environmental performance and positive social impact, enabling transparency and accountability.

We focus on delivering five key objectives: Net Zero Carbon; Health and Wellbeing; Circular Economy; Enhancing Biodiversity and Social Value.

Our five objectives



NET ZERO CARBON

To be net zero at point of completion and during operation.



HEALTH AND WELLBEING

Delivering spaces where people can live, work and thrive while positively impacting their physical and mental health.



CIRCULAR ECONOMY

Eliminating waste and improving resource efficiency through circularity.



ENHANCING BIODIVERSITY

Delivering a net gain in biodiversity, whilst providing high quality green spaces.



SOCIAL VALUE

The positive social, economic, and environmental outcomes that we create for individuals, businesses and the government through our development.

2. ABOUT US

We are placemakers, working in partnership with our clients and stakeholders to deliver brighter futures for people living and working across the United Kingdom.



We believe successful and sustainable neighbourhoods need to fulfil a variety of needs, for all sorts of people.

Real places need a mix of use and tenure, green spaces, homes, businesses, schools and infrastructure to allow community to take root.



We also understand that we have the power to deliver transformational change through our work, creating new places for future generations. Places that are built on the foundations of social impact and sustainable development practices, and driven by our collective responsibility to address the climate crisis.

We work alongside local communities to create tailor made solutions that are world class, people-centred, high quality and built to last.

Our Sustainable Future sets out our five objectives to help us stay focused and on track, and this report is a record of how we are doing so far.

We curate sustainable places, supporting and encouraging community cohesion and connections; a healthy environment to live and work in for everyone.

For nearly forty years, we have created great places for people to live and work. Genuine urban neighbourhoods that we are proud to be a part of, and that communities call home.

Visit our website
to find out more 

We deliver ambitious projects at scale with a long-term outlook. Our track record of leading complex, mixed-use regeneration gives us the experience to deliver successful places, with the emphasis on sustainability, community and quality.

See our Muse Way
for more info 

Creating a legacy

Our aim is to create a positive long-lasting legacy, so we prioritise the things that make a great place for people in the longterm; the amenities and facilities they need, offices and workspaces for businesses, civic and community buildings, nature and biodiversity and healthy transport. We help nurture inclusive and happier communities, both old and new, by creating desirable shared spaces and opportunities for people to connect. We always lead with a vision and we supply both the structure and support needed to deliver it.

Our role

We use collaboration, experience and creativity to transform places and make communities better.

Working on the ground, with our partners and within communities, we create beautiful, mixed-use, sustainable places for people.

Leveraging local insight

We combine local insight with the resources and capabilities of a nationwide organisation.

Regional leaderships give us a genuine connection to the places we work in, helping us deliver tailor made, location specific solutions.

Our regional teams are based in Birmingham, Leeds, London, and Manchester.

We are part of Morgan Sindall Group

Muse is a part of Morgan Sindall, a group of specialist businesses that deliver construction and regeneration across the UK for the public, commercial and regulated sectors.

Morgan Sindall Group operates through five divisions: construction and infrastructure, fit out, property services, partnership housing and urban regeneration.

We're proud of our partnerships with public sector bodies, social housing providers, landowners, and private enterprises that make great, diverse places a reality.

3. OUR SUSTAINABILITY
JOURNEY SO FAR...

Going over and above
industry ESG and
sustainability standards.



To ensure our sustainability strategy and approach aligned with industry standards and government legislation as a minimum, we appointed several consultants to help us develop our comprehensive Sustainable Development Strategy.

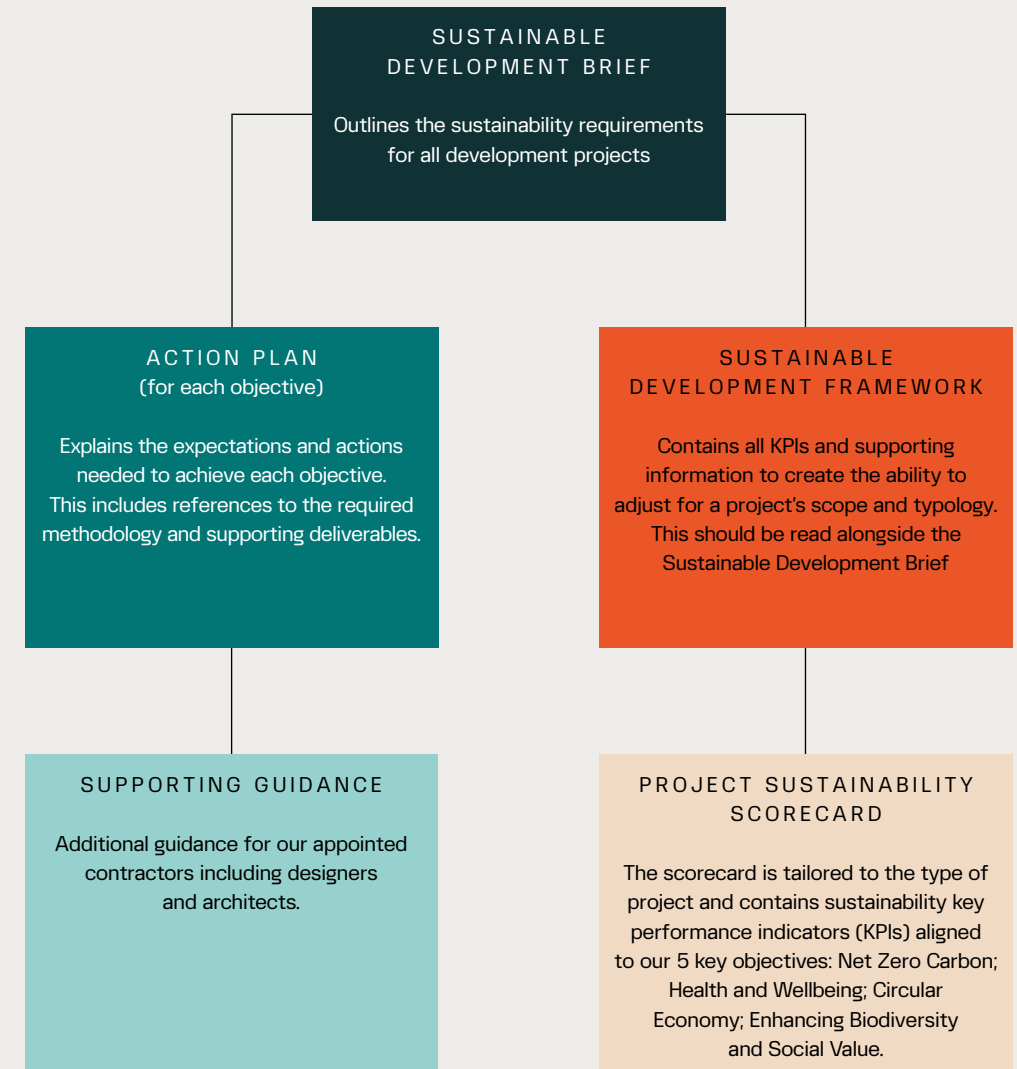
Our Sustainable Future aligns to the United Nation's Sustainable Development Goals, the Paris Agreement on Climate Change, the UK Government's goal of Net Zero Carbon (NZC) emissions by 2050 and our parent company, Morgan Sindall Group's goal of achieving NZC by 2030.

In 2021 we launched Our Sustainable Future, a fresh approach to how we design and build places. Our Sustainable Development Strategy is our set of guidelines and targets for the very highest levels of environmental performance, transparency and accountability.

We are now working actively with our teams and our partners to deliver on Our Sustainable Future's five key objectives and total commitments.



Sustainable Development Strategy Structure



We create kinder, sustainable places for community; responsibly regenerating our towns and cities.

Kinder places are considerate of people, nature and our world. They are designed with care and employ resources thoughtfully. They are places for community, people-centred, and built to last.

Our 5 Total Commitments



Sustainability is embedded at the core of our approach and culture. We create sustainable places through innovative and greener construction, optimising use of local supply chains and reducing transport emissions, or through maximising biodiversity.

Rather than just meeting requirements, we made a commitment to target the best possible outcomes and to help lead our sector towards a healthier, brighter future.

We build low-carbon neighbourhoods from the ground up by working with our partners and the community to understand their needs and generate appropriate solutions.

An example of a Project Sustainability Scorecard key performance indicators

THEME	OBJECTIVES	KPIs	UNIT	REQUIREMENTS	ASPIRATION
 <p>NET ZERO CARBON</p>	To be net zero carbon on construction and in operation.	Upfront embodied carbon of construction (A1-A5)	KgCO ₂ /m ² (GIA)	500	300
		Operational Energy Intensity (B6)	KWh/m ² /year (GIA)	500	300
 <p>ENHANCING BIODIVERSITY</p>	Delivering a net gain in biodiversity, while providing high quality green spaces.	Biodiversity net gain	%	15	20
 <p>SOCIAL VALUE</p>	To have a positive impact on the local community and significantly increasing social value.	Social Value created relative to total project spend	%	20%	40%
 <p>CIRCULAR ECONOMY</p>	Eliminating waste and improving resource efficiency through circularity.	Non-hazardous waste diverted from landfill	%	97%	100%
		Non-hazardous construction waste	Tonnes / 100m ² (GIA)	3.2	1.9
 <p>HEALTH & WELLBEING</p>	Creating healthy and comfortable spaces, promoting productivity and wellbeing.	Post occupancy evaluation	% of people satisfied	70%	80%

4. CASE STUDIES

We take pride in enlivening existing places and creating new ones, contributing to a brighter future for our towns and cities.



Pushing boundaries and reimagining the workplace

Eden is being delivered by The English Cities Fund (ECF), a partnership of Muse, Legal and General and Homes England and sits within the wider Salford Central Masterplan, an ambitious £1 billion regeneration project being delivered by ECF in partnership with Salford City Council (SCC).

A urban oasis, filled with plants and natural life. This was the vision that we had for Eden, alongside our partners at ECF and Salford City Council.

Images of concrete, grey carpets and artificial light defined our perception of the workplace for decades. Eden sought to re-imagine this view.

Our vision was to deliver one of the UK's most sustainable buildings, bolstering biodiversity, capability to be Net Zero in operation, and allowing the people within it to thrive.

What was a concrete car park offered little in terms of biodiversity, sustainability, or social impact. We saw it as an opportunity to reshape the future.

Eden was a place of firsts. It was designed to achieve Net Zero carbon in operation and targeted some of the most ambitious sustainability accreditations in the world.

We're proud to say that we achieved our objectives.

Eden is on course to achieve an Outstanding BREEAM rating. This would place it among the top 1% of new buildings in the UK for sustainability.

It has also been commended by the UK Green Building Council and NABERS, which has awarded Eden a 5.5 NABERS 'Design for Performance' Target Rating out of a maximum of 6. As of July 2023, Eden is the first new build building in the UK to achieve this record-breaking certification.



“Our city has a proud history of innovation, from the first steamboat to the first swing aqueduct, and we are thrilled to add Eden to that list – a sustainable endeavour Salfordians will be working hard to add to for the benefit of our city and future generations to come.”

Paul Dennett, Mayor of Salford



Europe's largest living wall

As part of our vision, we sought to harness nature and the environment by delivering a flagship natural, green façade. A living wall, containing 350,000 plants and 32 different species, it represents a Biodiversity Net Gain of around 2000%.

Wrapping the façade of the building, it's Europe's largest living wall and a feat of engineering and constant stewardship.

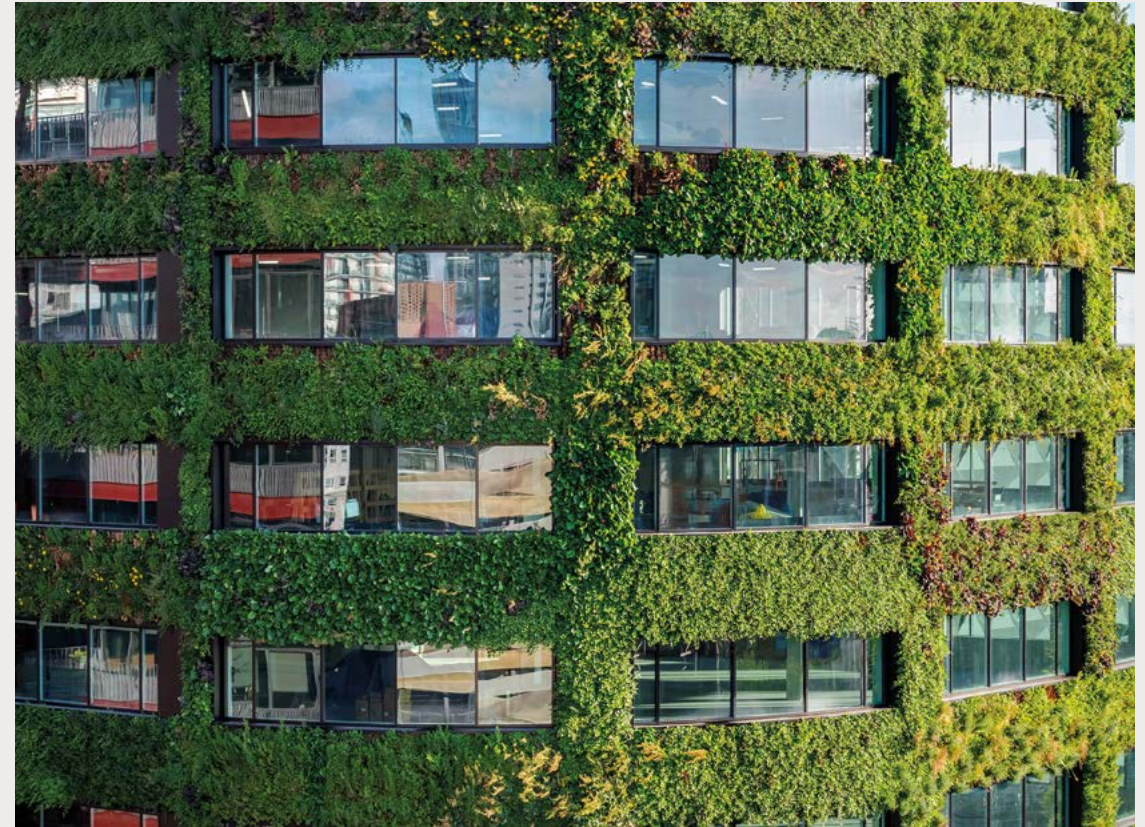
It provides a positive legacy not just for the community, but for the environment, attracting birds, bees, and bugs.

Through construction, we focused on reducing embodied carbon emissions. Detailed assessments were undertaken and Eden's embodied carbon emissions were measured at 705kg CO₂e/sqm GIA.

This compares to 1,200kg for a standard office building.

This was achieved through the extensive use of recycled materials, whether recycled steel in the building's core, upholstery, or recycled glass worktops in the on-site café. The building's structure in terms of column and window positioning has been carefully designed. We have also used the best available technology for airtightness, insulation, heating, and cooling.

By incorporating innovative construction methods in the design and high-performance technology for when the building is in operation, the life cycle cost of Eden is expected to be up to 60% less than a typical Grade A office.





Prioritising people

We took a holistic approach that not only prioritised sustainability but maximised the user experience. Behind Eden's living wall is a considered office space which sets the standard. With new working patterns based on hybrid forms of work we have established a space which provides a quality user experience away from home.

Eden delivers wellness by design. We are encouraging a healthy commute with storage for 156 bikes, showers, lockers, and drying rooms. We provided balance to the workspace by building in areas that help enhance every person's health and wellbeing during the workday. It was delivered to WELL building standards, providing enhanced fresh air rates, natural lighting, within a versatile and flexible layout which makes for a more collaborative and agile environment for teams. Other features include a wellness and yoga studio, treatment room, contemplation space, café, and panoramic roof terrace. These are the perfect spaces to take a break and give people the opportunity to interact and connect with each another.

Much more than a workspace

Forming part of the wider £1 billion Salford Central masterplan, delivered by the ECF partnership, at Eden we were eager to create a place that delivered value in every sense.

With a Gross Development Value of £64 million, we worked with the local community to ensure the benefit of Eden is spread widely.

We constructed a fully irrigated living wall at a local primary school, in partnership with contractor Bowmer & Kirkland and we have welcomed students to the site to talk to them about Eden and careers in real estate.

At Eden, we have pushed the boundaries of sustainable construction and delivery. We are proud to be industry leading. We didn't choose the easy option and through careful design and considered choices we have delivered.



Making sustainable living accessible and affordable for all



Greenhaus sits within the wider Salford Central Masterplan, an ambitious £1 billion regeneration project being delivered by English Cities Fund (ECF) in partnership with Salford City Council (SCC).

Alongside our partners, at Homes England, the Greater Manchester Combined Authority, and Salford City Council, we embarked on a mission to prove that sustainable, low-cost living could – and should – be accessible to everyone.

At Greenhaus, we're delivering a community of 96 sustainable, accessible, and affordable eco-friendly homes. Paired with green spaces, footpaths, cycle storage, and access to public transport, these are homes fit for the future.

In addition to this, Greenhaus is made up of 100% affordable homes. With lower energy bills and running costs, those who need them most will benefit the most.

Passivhaus was pivotal

Since Greenhaus was first conceived, Passivhaus has underpinned everything. Widely considered to be one of the world's most rigorous low energy design standards, Passivhaus adopts a whole-building approach with clear, measured targets, focused on high-quality construction, certified through an exacting quality assurance process. Passivhaus motivated us to push the boundaries and

challenge our preconceptions. Our commitment to the certification provided the tools and processes to design, build, commission, and hand over a low energy building. The approach, which also results in high thermal comfort and air quality, has informed every stage of design and construction.

Working closely with our partners at ECF, Homes England, Salford City Council, and Eric Wright Construction, we are delivering one of the UK's first multi-storey Passivhaus living spaces. It is by a significant margin, the largest Passivhaus development in the North West.

The homes at Greenhaus are incredibly eco-friendly. They include sustainable features such as triple glazing, the latest insulation technology, improved ventilation and airtightness, air source heat pumps, and publicly accessible electric vehicle charging spaces.

Heating demand will use 68% less energy than traditional housing. It will help families to significantly reduce their carbon footprint and energy bills.

There are also proven long-term health and wellbeing benefits, including cleaner air, and fewer respiratory problems as a result of living in comfortable, well-heated homes.



"This is really ambitious. A fully certified Passivhaus scheme in Salford that's 100% affordable. We are pushing the boundaries."

Andrew Cartwright, Strategic Property Manager, Salford City Council

Accessible to all

We believe that sustainable, low-cost living should be accessible to everyone. Whilst we've worked hard to make sure our Greenhaus community will benefit from lower energy bills, we have worked even harder to make sure that these homes are an option for all.

Our partnership with housing provider Salix Homes has been fundamental to this. Their expertise and experience combining both affordability and Passivhaus standards have supported much of our efforts. Homes England and the Greater Manchester Combined Authority have also been crucial to achieving our ambitious target of making

every one of the ultra-low-energy homes affordable. This is through a combination of rent to buy, affordable rent, and social rent.

Rather than just meeting requirements, we made a commitment to target the best possible outcome for the whole community.

The fact that Greenhaus is entirely affordable with lower energy uses and running costs, all residents will benefit from the cost savings. Local people in Salford will have the opportunity to own one of the most sustainable and high-quality homes in Greater Manchester.



Building a better Salford

Located at the very heart of a £1 billion regeneration project, residents at Greenhaus will contribute to a fantastic and established community.

Designed around interaction and human connection, it's a place filled with over 1,000 new homes, people and businesses, amenities, and green space. All this on the edge of the city centre with access to sustainable public transport.

This is thanks to an ambitious shared vision to deliver a better Salford, and strong lasting partnerships with people who know the community best. Greenhaus is part of this jigsaw.

Alongside local authorities, we have partnered with Salford University. Students were given the opportunity to undertake work placements during construction, and even taken on study modules focused on our Greenhaus project.

A conscious effort was made to engage with the local community and understand their views through this process too. We have new people from different walks of life who made a positive contribution to the project.

We are now taking these learnings forward. On Salford's Peru Street we are already working on a second Passivhaus project with Salix Homes. This is another example of 100 homes, being 100% affordable, and 100% certified. And it does not end here.

As one of the most successful Passivhaus schemes in the UK, there are countless opportunities to share best practice from Greenhaus. The result will be positive change to communities across the country. Muse is leading the way.

Delivering a sustainable town centre in St Helens

Together with our partners in the English Cities Fund and St Helens Borough Council, we are re-imagining St Helens Town Centre, placing the community and sustainability at the core. We are creating new connections to the town's rich industrial past as part of a 20-year regeneration plan.

By removing a tired shopping centre in the heart of the town, we have unlocked an opportunity to transform St Helens into an even more vibrant, safe, and people-friendly destination – powered by sustainable transport.

Inspired by heritage, driven by innovation, supporting wellbeing

The first phase of the St Helens masterplan will see the delivery of a new timber frame office, a 120-bed internationally branded hotel, a new 22,000 sq. ft market hall, 64 homes, a new bus station and extensive public space. Later phases of development will also see a new public park delivered in the centre.

Inspired by the heritage of St Helens and its sporting and cultural assets, we have focused on place and people to create an authentic town centre. This includes the town's history as a global centre for glassmaking. We are

making architectural glass a key feature in the new Market Hall.

Wherever possible, we aim to retain and re-use existing buildings and structures. For example, the existing M&S building will be re-imagined into new retail space, fronting a new public street, making the most efficient use of established assets.

All new homes have been designed to reduce energy bills and will meet the energy use intensity (EUI) performance of a Passivhaus building.

The design of new buildings will deliver proven wellbeing benefits. The Market Hall and new office will use exposed structural timber to create a modern, wooden environment, which significantly reduces the embodied carbon of the buildings. This ambitious approach has an array of health and wellbeing benefits.

It includes increased creativity, focus and productivity, along with less stress, and enhanced moods.

When this approach is used in workplaces productivity can increase by 8% and wellbeing by 13%.





Inviting nature to flourish

By re-imagining where a shopping centre once stood, we are creating new public space and inviting nature to flourish. Enriched by trees, plants and wildlife, the masterplan includes a biodiversity net gain of over 1000%.

We are bringing forward further landscape improvements to link Market Square and Earlestown Rail Station. Alongside a new bus station, which will be the destination for a hydrogen powered bus route. It will make the area better connected to public transport and encourage sustainable transport use.

As part of our commitment to excellence, we are also targeting the minimum sustainability accreditations of NABERS 5.5* for the office, and BREEAM Very Good, with the potential to improve this to 6* and Excellent respectively.

Bringing the community with us through social impact

We are committed to ensuring the benefits of our investment are felt by the local community, at every level. We have estimated that there will be a minimum £47million Social Value return.

Since engaging in St Helens, we have partnered with St Helens RFC's Saints Community Development Foundation to support inclusive cheerleading opportunities for people with disabilities.

Our team has also volunteered over 130 hours for the Cannington Shaw project. The project's ambition is to restore the No. 7 Bottle Shop in St Helens. The bottle shop is rich with heritage but has been neglected in recent years and is well-positioned for an exciting re-birth.



Lewisham Gateway, 20 years in the making!



The vision for Lewisham Gateway was conceived over 20 years ago. Lewisham Gateway was transformed from a disjointed roundabout into a new destination that is focused on community, connectivity, sustainability, and social impact.

We delivered a new beating heart for Lewisham: over 1,000 new homes, 25,000 sq ft of shops, cafes, and restaurants, 15,000 sq ft of affordable office space, a gym, a 9-screen multiplex cinema, and new public amenity spaces.

Re-thinking the gateway into Lewisham

We take pride in making the complex simple, and Lewisham Gateway was complex.

Despite being adjacent to Lewisham train station and a bus interchange, the site was originally a roundabout. It was a pivotal part of South East London's transport infrastructure, an immovable urban artery that served thousands of vehicles a day. A major sewer system also intersected the site, along with two culverted rivers – the Ravensbourne and the Quaggy.

Success depended on creating a coalition of partners and binding them together with a collective, long-term vision. We needed to demonstrate public-private working at its best, with partners including Homes England, the Greater London Authority, Lewisham Council, Transport for London, and Thames Water.

Prioritising people and place

Despite a wealth of public transport options, over decades the opportunity to create a truly connected place at Lewisham Gateway was never seized. Instead, the area became heavily influenced by the private car. It offered little to the community but poor air quality, noise, and a hostile pedestrian experience.

By changing the highways configuration, traffic flows, and removing the established roundabout we not only unlocked the site for regeneration, we re-prioritised sustainable travel. A new pedestrian link running from the station to the high street entrenched this. We maximised this potential.

By delivering new homes, alongside workspace and a retail offer not seen in the town centre for years, we have created a more sustainable and connected place for people to live. The new neighbourhood will use public transport as the first, and perhaps only, choice.

Working with nature, not against it

For too long, the Ravensbourne and the Quaggy rivers had been hidden beneath Lewisham. Buried under Lewisham's roads, these rivers were treated as burdens for the infrastructure above.

However, we understand the power of the natural environment in enhancing urban living. We were determined to sensitively uncover these ecological refuges by re-routing them and creating a new public park – Confluence Park – where the rivers meet at the heart of Lewisham Gateway.

We formed the park by the river's edge and the community can now enjoy clear waters flowing towards the Thames in a wide open green public space. Representing a significant biodiversity gain, flora and fauna is now thriving where concrete was once present.

The park has become a place for people to meet and spend time. It forms a key part of our ambitions at Lewisham Gateway, to create a vibrant place for people to live, work and enjoy.

Green roofs and other private amenity spaces were provided. These areas deliver wellbeing benefits, alongside significant enhancements to biodiversity. This includes a diverse mix of plants which will support insects and bees and contribute to urban biodiversity across Lewisham.

Delivering tangible social impact

Lewisham Gateway has created millions of pounds in social value, including in local employment and in local spending.

We worked with the Circle Collective, a local charity supporting young people to find jobs and careers, opening the site so they can find out more about construction. We also worked with a local school to bring World Cup winning rugby star Jason Robinson to Lewisham to provide training and mentorship.

Providing opportunities for young people is a shining example of the real value Lewisham Gateway has created.



Innovation in sustainable development

Working with construction partners over multiple phases, we prioritised delivering better, considered design and waste minimisation.

Carefully judging what we build, and how we build it, has been inherent to Lewisham Gateway. We used quality, sustainable, materials through applying a fabric first approach and modern methods of construction at every opportunity.

Sustainability also means longevity. The two energy centres on site, along with solar panels, are examples of this. They generate renewable power whilst producing efficient heating and hot water. This is much more sustainable than traditional power supplies, producing low-carbon energy where excess heat is not lost and electricity doesn't have to travel long distances.

Waste minimisation has been key to our process too. Site-specific traffic management meant we saved 845,000 car miles in the second phase of the project alone. We also carefully considered our supply chains, to minimise the impact we have on the environment while maximising the positive impact we can have. This means supporting jobs in the community of Lewisham, and nationally.

Lewisham Gateway today

Lewisham Gateway is transformed. Rather than blocking connectivity and growth, it is a place to live, to spend time, and to drive prosperity. It is making a meaningful contribution to the social fabric of Lewisham and local biodiversity.

We have shown the art of the possible when the public and private sector come together in partnership, alongside communities, to overcome seemingly insurmountable challenges and deliver meaningful legacies.



Delivering a brighter, better, future for all of Slough



Slough Urban Renewal (SUR) is a visionary partnership between Muse and Slough Borough Council (SBC) which took shape in 2013. Over the last decade, SUR became a catalyst for placemaking and regeneration, leveraging brownfield sites and redeveloping tired buildings and vacant land. We delivered new homes, leisure hubs, and education facilities across 25 projects.

Meeting the needs of the borough

The driving force behind SUR was to act as a leader for change, delivering against the ambitious targets of the council to transform Slough for the better. This not only means keeping up with demand but going beyond to position the borough as a place for others in the future.

A rise in people living and working in Slough boosted demand for affordable homes, but also for new schools, community facilities, employment opportunities, and leisure. Given Slough's excellent connectivity, and potential to meet these needs, we worked in partnership with Slough Borough Council to deliver the right type of development in the right places.

This included The Curve, our first project and a £22 million library, cultural space, theatre, and 280-seater performance space. It sits at the heart of the Council's masterplan and was delivered alongside our partner company Morgan Sindall Construction. This saw us

transform an outdated, underused library into a rejuvenated landmark building which new and existing residents in Slough can take advantage of.

So far, we delivered 350 new homes, with a focus on high-quality family housing on brownfield sites. By using previously developed land, we could promote a circular economy by re-using sites as well as boosting the economic benefits. We have already secured planning consent for a further 550 new homes.

By delivering a mixed-use development at the Old Library site in the Heart of Slough, we completed two new Marriot International hotels, as well as 64 homes with Novus Apartments and new retail opportunities.

We delivered 65 new classrooms and teaching facilities across six schools, on behalf of Slough Borough Council to provide enhanced teaching space and greater opportunities for young people.

We also delivered six leisure facilities across the town, including the Ice Arena and 'The Centre', an £18 million leisure complex. Both were part of The Council's £65 million investment in their leisure strategy, to get more people, more active, more often.

Creating social impact

From the outset, we focused on delivering economic growth and social value. We ensured local people felt the benefit the development and our approach was set out at the beginning through a Community Investment Plan.

This enshrined our commitment for every project to deliver a social return on investment and measure our impact against clear targets. Becoming a National Skills Academy and establishing a Community Benefits Fund, that raised over £300,000, were both instrumental to maximising local benefits from our development activity.

Since 2013, SUR engaged with over 18,000 young people through career fairs, career guidance, site visits, networking events, and work experience placements.

We promoted the use of a local supply chain, created local jobs for local people. Around 95% of our subcontractors were small to medium enterprises (SMEs), and 35% were located within 25 miles of Slough. Both directly and indirectly, we created over 30,000 jobs.

At the Old Library site, 97% of sub-contractors were SMEs and invested over £2 million within 25 miles of Slough. We created £40 million in social value and engaged with 1,800 local students. We also worked with young people and an artist called Daryl Bennet to create a 50ft mural for the site's hoardings, bringing art onto the streets.

SUR sponsored over 40 community initiatives. This involved financial backing, but also voluntary hours from our project teams and our supply chain. This included local art competitions and community festivals – including the Slough Canal Festival and the Horticultural Show.

We built new raised beds and a disabled shelter at local allotments, to improve accessibility. We refurbished the premises of DASH, a domestic abuse charity. We volunteered at local foodbanks, landscaped the garden of a local care home, planted trees, and introduced a 'boot bank' at a football stadium we delivered to enable everyone to play.

Net Zero

Across Slough, our aim is to deliver at least BREEAM Very Good, or comparable sustainable credentials, across all of our developments. In our recently delivered hotels at the Old Library, we achieved BREEAM Excellent, The Centre achieved an EPC rating of A, and the refurbished Ice Arena achieved a 39% reduction in annual energy usage.

Our new homes incorporated a range of sustainable features based on the Code for Sustainable Homes or BREEAM targets. For example, Novus Apartments benefits from a centralised heating and hot water system.

Each apartment is supplied with a heat interface unit so residents can control their own consumption, drawing from communal use to minimise energy wastage.

Through construction, across all of our projects 95% of waste recycled and diverted from landfill. At The Centre, this rose to 97% because we invested in the circular economy.

At Slough Urban Renewal, we have an aspirational vision to meet industry standards and lead the way towards a brighter and more sustainable future in Slough.

Please see our short video of our transformation of Slough. [↗](#)



Transforming Canning Town



Canning Town has historically been home to those working in London's historic docks, living in low density housing close to the Royal Docks at Silvertown Quay.

Following the decline of the docks, and the growth of nearby Canary Wharf and regeneration of the Queen Elizabeth Olympic Park, Canning Town has benefited from an exciting regeneration programme.

The English Cities Fund (ECF), has been working with the London Borough of Newham and the Greater London Authority for over 15 years, and is at the forefront of delivery in the transformation of Canning Town since, which has helped shape the future of Newham.

Our work is recognised by London Borough of Newham as a catalyst for the wider regeneration of Canning Town and Custom House. It has leveraged new investment and demonstrates ECF leading from the front.

A diverse community

Creating a community means delivering a place that is open and accessible to all, including delivering high quality, sustainable affordable homes.

Prior to ECF involvement, Canning Town was already a diverse neighbourhood. We recognised and wanted to meet the needs of the established community, starting with the £200m Rathbone Market project.

In partnership with the London Borough of Newham, ECF delivered a mixed tenure neighbourhood of 651 homes, including homes for private sale, shared ownership, affordable rent and Build-to-Rent. For the latter, these were the first Build-to-Rent properties completed in this part of East London.

We supported elderly and vulnerable residents find new homes as they were moved from inadequate 1960s apartments into modern accommodation. For the affordable homes, we worked with Notting Hill Genesis, the housing provider, to create attractive, healthy living spaces – even consulting on bespoke paint colours.

The delivery of the Rathbone Market project helped define ECF as trusted partners in Newham. As a result of our work at Rathbone Market, ECF was approached by the Greater London Authority to help deliver a new community at Manor Road Quarter in Canning Town.

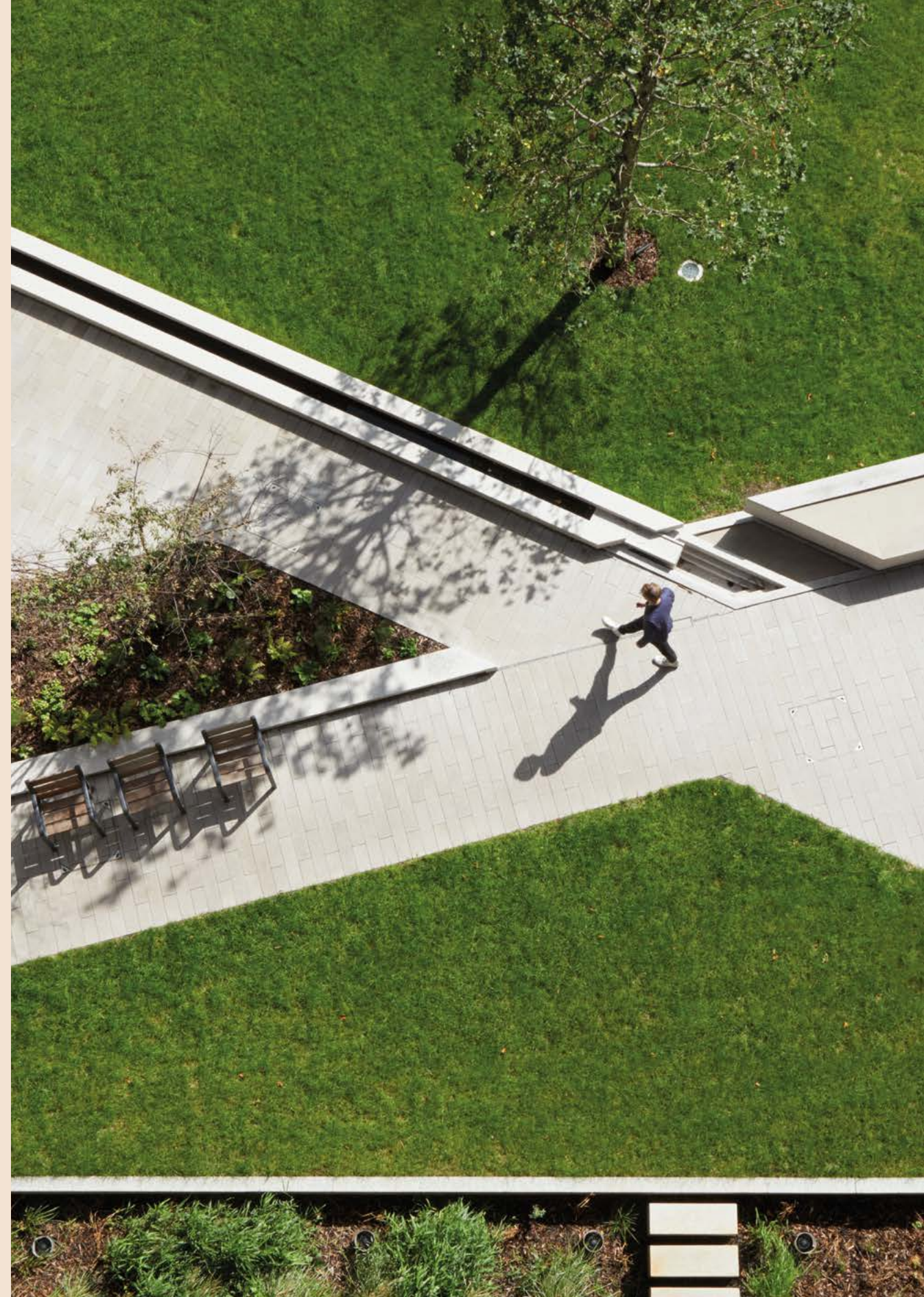
Manor Road Quarter will deliver 804 new homes, 402 of which will be affordable. The new development will include workspace and retail to help serve a growing and dynamic offering in Canning Town.

We recognise that real inclusive communities are formed around shared facilities and spaces. Places to meet, socialise, and generate civic pride.

Shared spaces for inclusive communities

Working with London Borough of Newham we delivered a new community centre and library in the heart of Canning Town. This centre is a thriving and vital hub for the community and is well-used and valued by local residents wanting to meet, learn and enjoy the space.

We supported businesses by building transformative retail space, protecting those established pillars within the community, and contributing to the vibrancy of the area. This included Rathbone Market, one of London's oldest and most famous street markets. Not only did ECF ensure the market was kept in operation throughout construction, but we also ensured its legacy by delivering a new and permanent home and ancillary storage for market traders.





Sustainable living

Cleaner air, greener streets and high-quality sustainable homes are part of what will define Newham's future. We made a conscious effort to deliver against this objective. Our development at Rathbone Market was just the start. All new homes will be built to Level 4 Code for Sustainable Homes, with new retail finished to 'Very Good' BREEAM standard.

Rathbone Market has internal gardens and green walls, which offer residents an urban oasis and protection from noise and air pollution. A new public square also improved the pedestrian experience.

Manor Road Quarter continues on this work, with carbon cutting, recycling and waste reduction measures incorporated into its design, build, and future operation.

The project is centred around a 2.9-acre, biodiverse, publicly accessible linear green park complimented by a private landscaped podium deck garden. These areas provide an external space to support health and wellbeing of the community, with leisure facilities including an outdoor gym, play equipment and sprint and running tracks, as well as improving local biodiversity. Bursting with a variety of planting and a new habitat for animals.

Creating jobs and enhancing skills

We aspired to make a genuine positive contribution to Canning Town and its people, at every step of the way.

To date, at Manor Road Quarter, 352 new jobs were created. Of these, 334 local people were hired. In addition to this, 30 young people were given meaningful work experience, 5 graduate placements were completed and 32 educational visits arranged.

Employees from our sister company and construction partner Morgan Sindall Construction invested 120 volunteering hours in community projects, working with local primary schools to deliver arts workshops and brick laying classes.

As construction continues, across multiple phases, we aspire to create even more opportunities and social impact in Canning Town. We will continue to lead the way.

5. INNOVATION AND RESEARCH

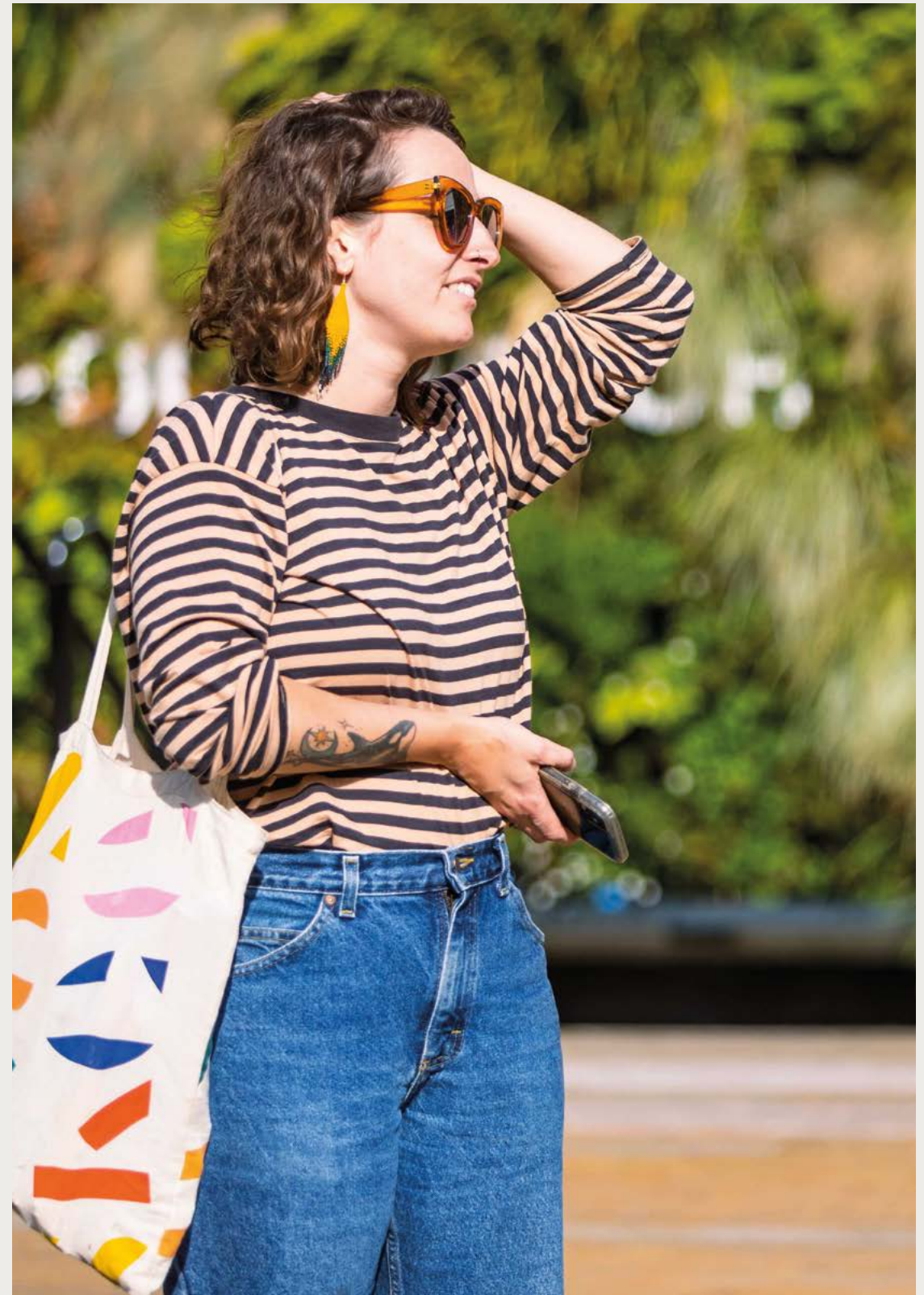
Innovation and research is fundamental to ensuring the built sector operates sustainably and efficiently, now and in the future.



Innovation and research in relation to sustainability involves making changes to the way the industry operates with the intention of generating long-term social and environmental benefits.

Radically improving the sustainability of the built environment industry crucially requires innovation and research. This will transform the way the industry operates as sustainability acts as a catalyst to drive a transformational shift. This is through bringing multiple benefits such as maximising resource efficiency, promoting biodiversity, and many more gains. Innovation is largely motivated by an attempt to be a part of the solution to the climate crisis. This is important considering buildings contribute significantly to global carbon emissions. Innovation and technology play a key role in paving the way for a more sustainable future. Sustainable innovation ensures that all new development projects are good for society in the long term by generating social and environmental benefits.

However, the industry faces challenges in attempting to achieve this. Less than 1% of construction revenues are reinvested into research and development, which is simply insufficient. The scale of progress is far too slow considering the rapid action that is needed to deal with the current crisis efficiently. Efforts towards a sustainable transition often faces constraints, some of which include inadequate financial resources, lack of planning, and little public awareness. These challenges could be mitigated through urging more people within the industry to recognise the significant opportunities available in sustainability driving innovation, as well as the benefits.



You can still deliver a sustainable future despite challenging times... and it's even more important!



Chris Scott
Development Director

As the UK battles high levels of inflation and interest rates, you would think that it would be the right time to kick delivering sustainable regeneration into touch... but delivering place-enhancing regeneration is even more important!

It's about leaving a long-term legacy that drives generational benefits to the whole community. But are the challenges too great?

There is a misconception in the industry that the delivery of the buildings we need to tackle climate change, will just increase costs and burden stretched development budgets.

We're delivering some best-in-class places that have a positive impact on the environment, such as Eden – our net zero in operation office building in Salford; Greenhaus – our Passivhaus-certified affordable housing development also in Salford, and the new regional home for civil service in Blackpool. From our experience, we've found sustainable developments be delivered at little or no extra cost.

What's key is having an unwavering vision and commitment from the start of a building's design, taking a systems-based, whole-life approach to sustainability, then baking it into from the beginning, to make sure it's seamless and effective.

As a developer with a focus on long-term partnerships, we take pride in creating solutions that benefit communities for generations, acting as a guardian of place. That's the approach we took when we designed

our Sustainable Futures strategy in 2021, making sure that it's holistic but not clunky. All our current projects use this method and it's serving us well, but we've also learned a lot.

Engaging with the supply chain early to deliver sustainably, but efficiently is vital. If we don't do this, what we create will be obsolete long before a sustainable building would be. Obsolescence in regeneration is feared term. However, we can alleviate this by creating agile places to live and work in. Climate resilience is also important and that's something that we make sure of on all our current projects. We want our places to be enjoyed by those who experience them in six generations' time, not just today. It's likely they will have no idea who delivered them, but we want them to be as proud of them as we are now.

Along with having a clear and dedicated approach to sustainability, you must understand what a place's 'essence' is, its strengths, aspirations and heritage. Also, what's important is understanding what a community's needs are and then articulating it through a shared vision and clear goals. We don't have a one size fits all approach to regeneration, we create places that are genuinely authentic, working with the community to enhance the existing grain, not creating a collection of buildings where there's no connection or pride.

While people and place must be at the top of the list of priorities, we also need to consider the financial incentives for occupiers, investors and developers.

JLL's research on 'the impact of sustainability' helps to support the business case for delivering net zero in construction and / or operation buildings. Their research has revealed that buildings in London that are BREEAM Outstanding / Excellent, achieve significant rental premiums and take less time to lease. The same has been found to be true for buildings with better EPC ratings.

Almost 70% of investors polled by JLL in a recent survey stated that sustainability and climate change will have the greatest long-term impact on UK real estate, so such premiums are likely to become more embedded into the market.

For example, they are typically seeing longer lease terms in comparison to traditional Grade A offices, along with lower void periods, which guarantees income for a longer period of time.

CBRE also published evidence that states office buildings with clear and tangible sustainability credentials will see a c6% increase in rental income, in comparison to traditional Grade A stock.

In practice, we're achieving a c10% increase in rental yield on Eden in Salford, in comparison to a Grade A building. Importantly its market-leading sustainability credentials means that we've seen increased demand, which has led to early lettings.

You might think an occupier would balk at paying more rent, but what we're seeing is that sustainable office buildings will result in 60% lower operating costs than a traditional Grade A building. This is increasing demand, as potential occupiers are not only looking at costs in the round, they're also looking at how they can attract and retain the best employees.

When building sustainable new homes, if we build to Passivhaus standards, as we are at Greenhaus in Salford. The apartments at Greenhaus will have reduced heating demand by a proven 68% compared to traditional housing stock, helping residents to reduce their fuel bills and cut their carbon footprints.

Following the success of Greenhaus, we've now submitted planning to deliver Willohaus in Salford too, which has taken all our learnings from the delivery of Greenhaus onto a new Passivhaus development of 100 affordable homes.



Out of 1,000 attendees to our session, as part of Homes England's Summer Learning programme, 70% said that they would pay more for a Passivhaus-standard home! This indicates a willingness to pay above the market rate for a sustainable, low-operational carbon home.

Consistent innovation is crucial if we are to keep ahead of the curve in terms of sustainable regeneration. As a business, we're looking at creating a more standardised, Passivhaus-certified product in terms of the homes we bring forward, so we can deliver more cost effectively, reduce viability challenges and risks, to enable us to deliver at scale and pace, but importantly we're going to look at how we can reduce the embodied carbon of every new residential neighbourhood we provide. As a bespoke developer, that doesn't mean that every home will look the same either... each development will still have its own unique feel externally that's authentic to its local area... and that's not all.

To foster cross-sector industry alignment on solutions to look at the widespread adoption of large-scale mass timber offices, the Built by Nature Fund has awarded a €200,000 grant to a diverse UK consortium - where we've joined organisations from across the sector - to focus on unlocking the barriers to structural timber construction, through the development of a technical commercial timber guidebook.

We're going to show that a coalition of the biggest industry stakeholders can reach a consensus on how to mitigate risks of large and complex timber developments, while demonstrating the sector's technical

competency to insurers and developers. We'll establish a realistic route for the wider adoption of structural timber in commercial buildings, with well-defined design principles, mass timber building typologies and technical design measures.

Connecting and creating green and blue assets, as well as improving the biodiversity of an area is key from a climate resilience and health and wellbeing perspective. It's not just the buildings we curate that need to be sustainable, it's the spaces around them that are just as important and knit the urban fabric together, whether that be bridge connections to local nature, or delivering innovative green and public spaces.

We've come a long way in terms of delivering sustainable and community-focused places, but we're not stopping there. There remains a long way to go, so we must continually innovate and improve. We need to act now to make the changes needed today that address the impact of what's gone before... but that also create great places for future generations.

6. DON'T JUST TAKE OUR WORD FOR IT



"I think it's incredibly forward-thinking; you're blazing the trail for all the other buildings and players in the market to follow."

Carlos Flores, director of NABERS, speaking about Eden

"These homes go way beyond national standards which is something we want to strive for in other parts of Salford too."

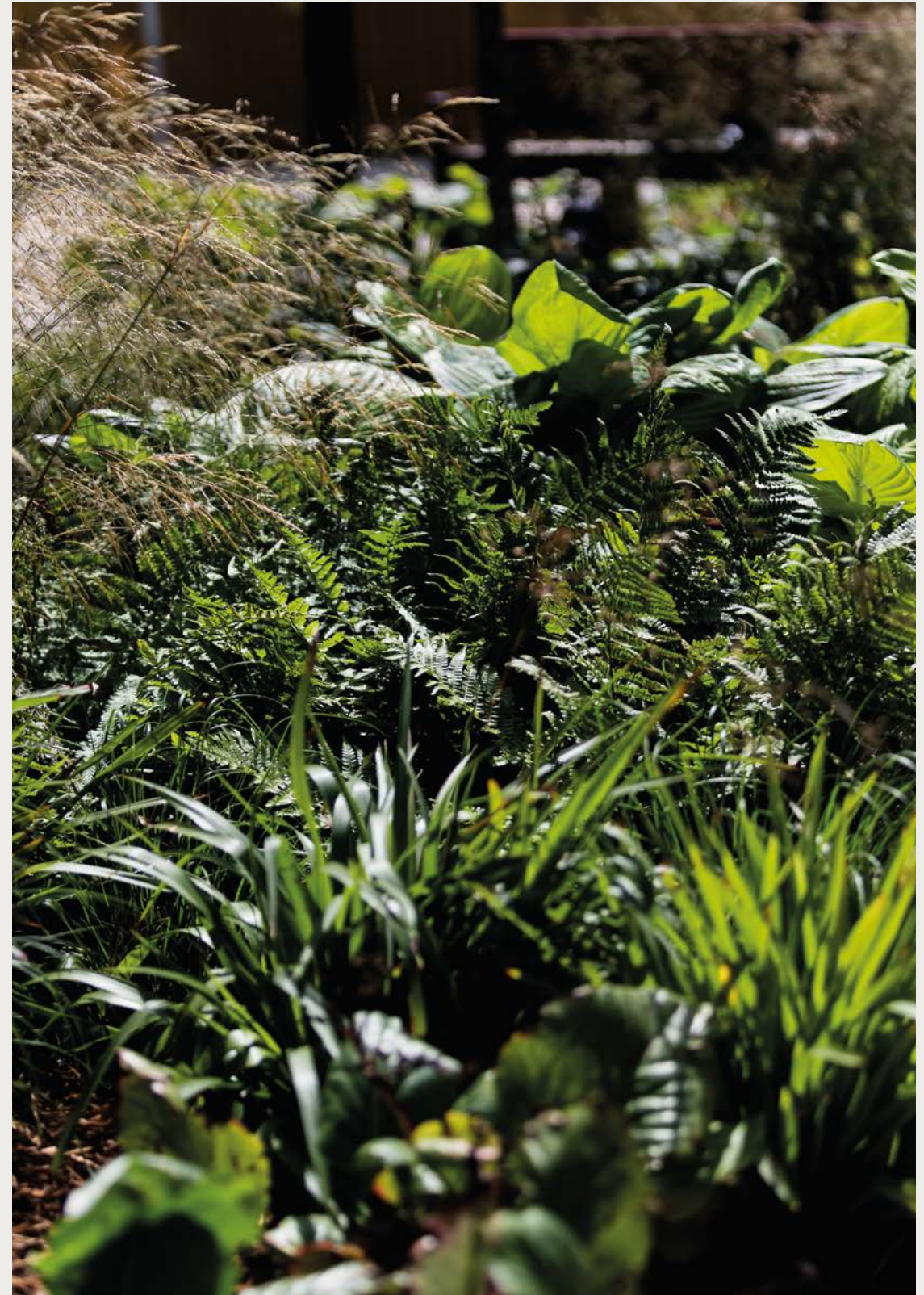
Salford City Mayor Paul Dennett, speaking about Greenhaus

"Our city has a proud history of innovation, from the first steamboat to the first swing aqueduct, and we are thrilled to add Eden to that list – a sustainable endeavour Salfordians will be working hard to add to for the benefit of our city and future generations to come."

Salford City Mayor Paul Dennett, speaking about Eden

“As an urban school, green places are particularly special to us, so the installation of this mini green wall is a most welcome injection of flora and fauna! More than that though, we all hope it will serve as a source of inspiration to the children, to the environmentally conscious builders and architects of the future.”

Beverley Jackson, St Philip's headteacher



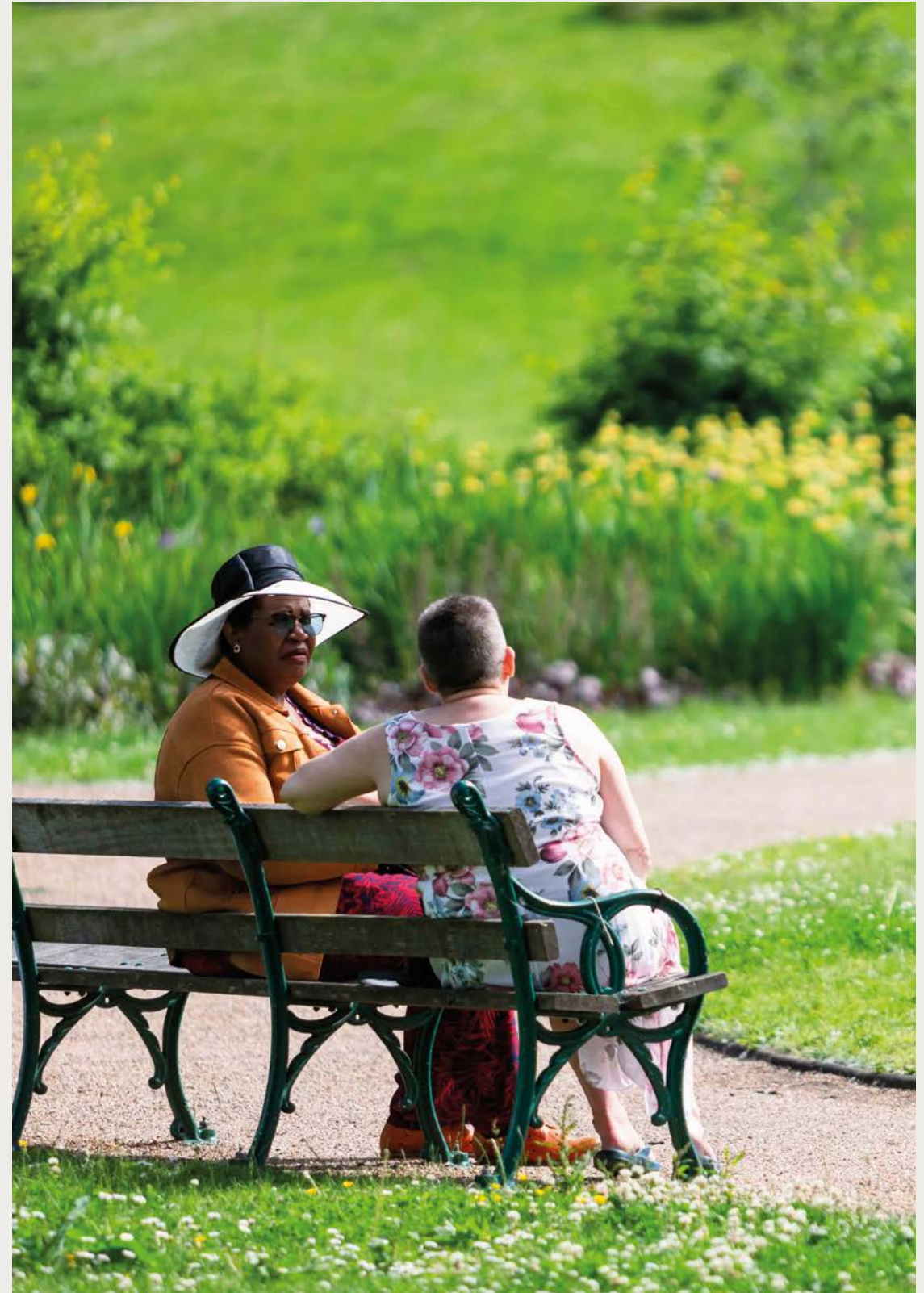
7. OUR ACCREDITATIONS,
MEMBERSHIPS AND COMMITMENTS

We are committed
to working with
industry leaders to
ensure responsible
business practice.



Collaborating with these organisations provides us with greater access to expert knowledge to support our business and colleagues and share best practice.

- Safe Contractor
- Better Building Partnership - Net Zero Pledge
- Manchester Climate Change Partnership
- UKGBC
- Greater Manchester Task Force for Net Zero Affordable Housing
- Manchester Net Zero Carbon New Build Group
- Developers Timber Forum
- Great Place to Work
- Investors in People Gold
- Cyber Essentials



8. OUR SOCIAL IMPACT AND SUSTAINABILITY TEAM



Syreeta Bayne
Head of Social Value
& Sustainability



Phil Marsden
Managing Director North West
& ESG Lead (North West)



Chris Scott
Development Director
& ESG Lead (South)



Andy Howell
General Manager
& Social Impact Lead



Andrew Fairest
Project Director & EDI Lead
(Yorkshire & North East)

9. SUMMARY

We take our role as a nationwide responsible placemaker seriously.



In partnership, we create and enhance places, neighbourhoods and communities that truly matter to people, and we will continue to work with clients that align to our ethos and approach.

We acknowledge the wider industry and economic challenges that the built environment faces to delivering viable regeneration that's competitive and remains sustainable. We've found through the development of our Sustainable Development Strategy, and our work in practice, that we can achieve this through a holistic and collaborative approach with partners.

As a business, we are committed to leading and encouraging the adoption of innovative, sustainable practices, while putting the needs of local communities at the heart of everything we do. This creates flourishing and sustainable places that thrive and prosper... and that's in our DNA.

We are proud of our achievements to date, but we will never rest on our laurels! We will continue to share our learnings with our peers, identify ways to improve the sustainability credentials of all our projects and enable the industry to address the challenges we face, building a brighter future, together.

Our next step in our Environment, Social, Governance (ESG) and Sustainability journey is to improve our consistency and quality of data collection so we can create a baseline to assess our performance in the future. In addition to this, we will review and update Our Sustainable Future targets and objectives and create our operational sustainability strategy and targets.

