

Sustainability *in focus*

DELANCEY[•]

NOT A TYPICAL PROPERTY INVESTOR

I'm delighted to welcome you to Delancey's Sustainability Report 2024



As we reflect on the past year, I am proud to share an update on the progress we've made on our sustainability journey—one that is rooted in value creation, risk mitigation, and data-driven action. At Delancey, we believe that real estate is more than just buildings; it's about shaping places where people and communities can thrive, now and into the future.

2024 was an active year. We saw business highlights including; a partnership to invest £1bn into the UK, partnering to launch Evermill Capital - an investment manager delivering asset-backed financing solutions, and submitting the masterplan at Earls Court Development Company. We also published our first corporate sustainability report aligned with GRI and TCFD frameworks and achieved BREEAM Outstanding at our new offices. Improving our reporting practices reflects an increasing commitment to transparency and accountability. Equally it signifies the deepening integration of ESG into every facet of our corporate, investment, development, and asset management practices.

We've continued to act on our belief that sustainability is not a siloed initiative but a shared responsibility. From retrofitting existing assets to reduce emissions, to improving biodiversity, and connecting with communities across our developments, our teams have embraced collaboration and pragmatism. In this year's report we look to provide on-the-ground examples of challenges and solutions that we have implemented.

Looking ahead, 2025 started with global political turbulence and economic uncertainty in markets, but the politicisation of sustainability initiatives does not change our priorities. It remains clear that performance on sustainability topics can be sources of risks, value creation opportunities, and impact. We are focused on data, transparency, and considered initiatives, and look forward to continuing the collaboration with our clients, peers, platform businesses, and wider real estate sector.

Best Wishes,
Stafford Lancaster
Chief Executive Officer

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About this Report

This annual report covers the wider Delancey group of advisory and investment management entities, collectively referred to as "Delancey". Where specific client Funds or mandates are reported on, this will be clearly referenced as necessary. The report covers the period from 1 January 2024 to 31 December 2024 and reflects our approach to sustainability risks, opportunities, and impact across our corporate and investment management and advisory activities. Some wider Delancey group entities and client Funds have different financial reporting periods compared to this report. We report with reference to the GRI Disclosure Standards, using the GRI 1: Foundation 2021 framework.

About Delancey

We are a UK-based real estate asset management and advisory company, investing in real estate investments, developments, and related businesses on behalf of global institutions including pension funds, endowments, and family offices. Focused on the UK since we were founded in 1995, we established a track-record of providing a multifaceted approach across development projects, platform creation, Partnerships and Joint Ventures.

Certifications

Our office refurbishment

Delancey achieved BREEAM Refurbishment and Fit Out (RFO) **Outstanding** certification and was nominated by the BRE for Best BREEAM RFO 2024 in the BREEAM Awards.



BREEAM

Developments currently targeting BREEAM Outstanding or Excellent

4.58 million sq.ft.

New developments that have achieved BREEAM Outstanding or Excellent

1.67 million sq.ft.

Affiliations



GRESB DV5

Our DV5 Fund achieved a 94/100 score and 4/5 stars in its inaugural assessment, placing it 1st in GRESB's pre-defined peer group for diversified assets.



UN PRI

We improved our PRI Score from 80 to 84, retaining 4/5 stars across all the modules we reported on (Policy, Governance & Strategy, Real Estate, and Confidence Building Measures).



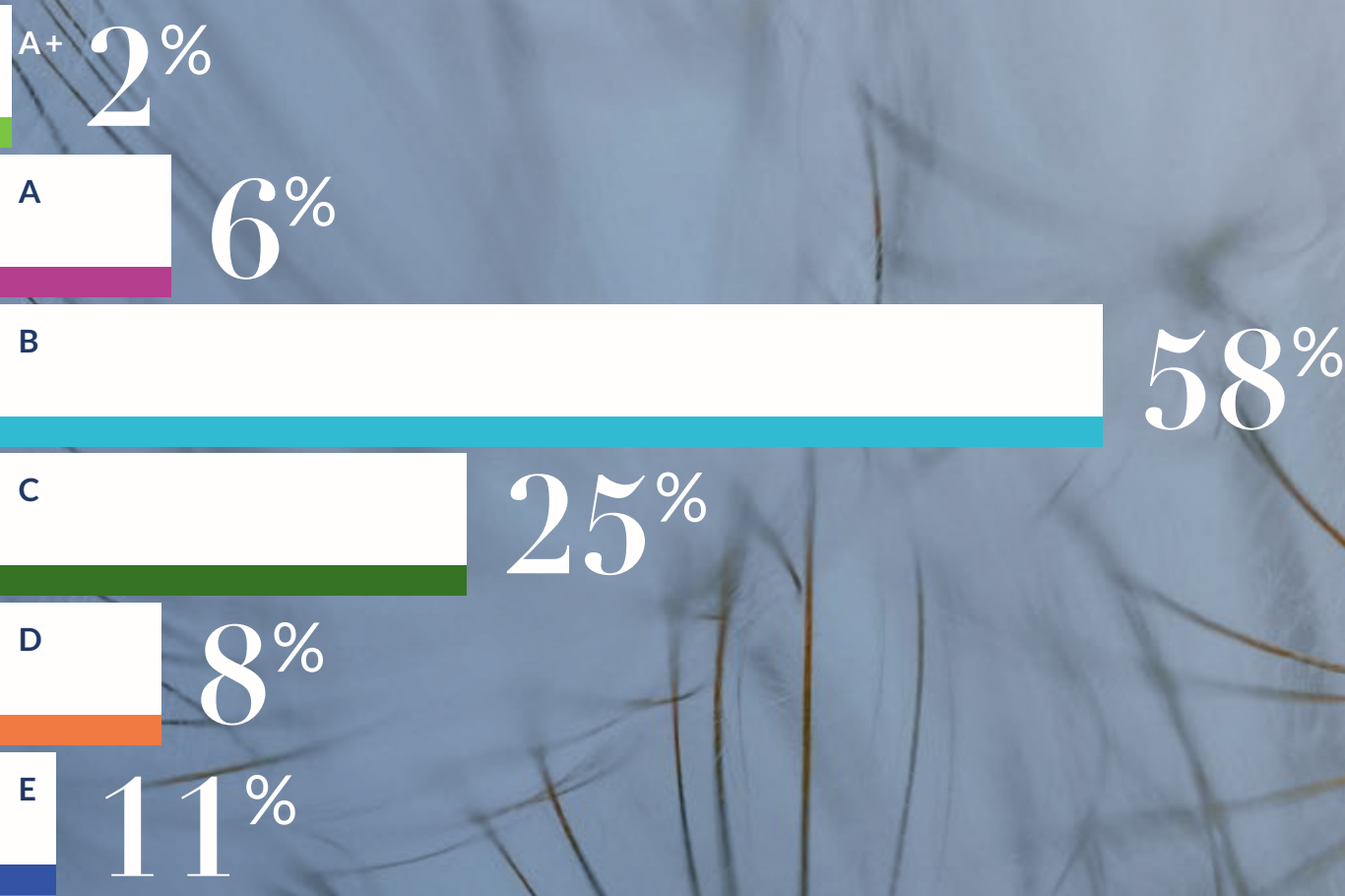
Corporate Giving

£197,053 raised and donated through our Corporate Community Engagement activities. We donated £172,198 to and raised £24,855 for organisations supporting mental health, education, young people, heritage and the arts.

£197,000+

Energy Performance

EPC Distribution
(% of floor area¹)



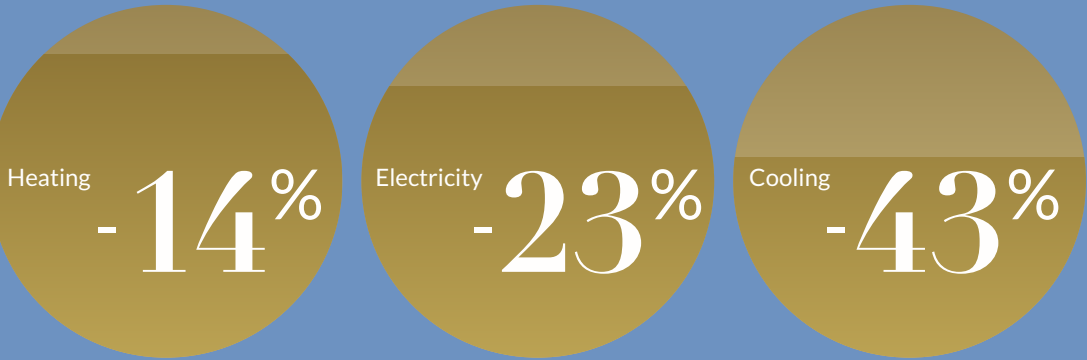
(1) % of floor area across all client funds as at 31 March 2025

EPC's rated B or above

66.2%

(61.4% in 2023)

Star Asset Performer: Here East Broadcast Centre
Reduction in utility usage from 2023 to 2024



Our sustainability strategy has focused on 3D's - decarbonisation, data and development - which we believe lay a strong foundation for addressing material sustainability topics.

Decarbonisation

Under the British Property Forum's Net Zero Pledge we have committed to work towards a net zero carbon real estate sector by 2050 at the very latest. Further, we support the IPCC requirement of a 50% reduction in carbon emissions by 2030 and our focus is to achieve that on Scope 1 and Scope 2 emissions for our client Funds using both absolute emissions and like-for-like analysis metrics to account for portfolio changes. We are also monitoring Scope 1 and 2 emissions intensity across the funds.

Reduction in Scope 1 and 2 emissions 2030 target



Our earliest baseline year is 2023 where we have confidence in the data collated across our investment portfolios allowing a 7 year time frame for action. Our CRREM analysis uses 1.5 degree pathways applied at the asset level then reviewed at the fund level.

During the year we have endeavoured to reduce the upfront embodied carbon emissions resulting from our activities. There are further details in the Embodied Carbon section.



Re-use steel at Elephant & Castle

Data

Our pursuit of actual data is fuelled by a reluctance to rely too heavily upon benchmarked data to gap fill, acknowledging at times it is unavoidable and where that has occurred previously, it has now in some instances, produced irregularities which have distorted the year-on-year picture.

We are closer to achieving a high-quality data set by automating whole building energy data collection and have made strides towards clarity on data sources and traceability. Significant progress has been achieved regarding improved granularity, accuracy and coverage of data through detailed mapping of meters. The collation of water meter data remains challenging as does the collection of

Data completeness on Scope 1 and 2 emissions for 90% of assets



>85%

waste streams data, particularly with residential assets.

From the two largest principal funds under our management for 2024 the data completeness for circa 900 energy meters is 100% on Scope 1 emissions, 91% (av) on Scope 2 and 81% (av) for Scope 3. These two funds vary geographically, across different asset classes and are a mix of single and multi-let investments. Whilst a significant step forwards, work continues to automate data collection in 2025.

We now have visibility on energy performance and are setting reduction targets for in use operational emissions.

Data completeness on Scope 3 emissions All Funds



>75%

Development

With Development as our third focus area, we are using the word in the context of the education and upskilling required to spark behavioural change. A lot of 'unsustainable' business practices are simply due to lack of awareness of more sensible alternatives. Coincidentally, in our work, we find that our real estate development projects are the areas where most 'development' on sustainability awareness can be impactful. Our Development Team are knowledge building by collaborating with project managers, engineers, and sustainability consultants to implement our Sustainable Development Brief (SDB). Covering 11 ESG themes and 60+ requirements, the SDB sets the

Since its inception in 2020, The Earls Court Development Company (ECDC) has created an approach to sustainability that is exemplary in its ambitions to become a blueprint for future living and a climate resilient neighbourhood. ECDC has created a Sustainable Development Charter, a similar concept to the SDB but applied across their masterplan. Its development has involved many different stakeholders including the local community. We outline greater details later in the report.

expectations for new construction and major refurbishment projects. Whole Life Carbon assessments are undertaken for all major projects to assess the true picture of the project's carbon impact on the environment and embodied carbon targets are set. The review of lower carbon options is challenging and widening the knowledge and understanding of our project teams.

Our Responsible Investment team continues to provide quarterly ESG training sessions to the whole company, and encourages active knowledge sharing between our platform businesses and business partners.



Earls Court masterplan CGI

Our approach to decarbonisation is evolving and is structured around four main areas of influence.

01

Investments and Assets

Our assets are our largest source of emissions and have the biggest measurable impact. We are assessing climate related risks, opportunities, and impact, which will support the development of asset and Fund level decarbonisation plans.

02

Corporate Footprint

Although relatively smaller than the emissions associated with investments and assets, it is our responsibility to reduce our Scope 1, 2, and other Scope 3 emissions as much as possible. We will develop reduction plans for our operational emissions.

03

Climate Literacy

Without awareness of the urgency to take action and without skills to properly analyse and engage on climate-related topics, we are unlikely to create meaningful strategies to change behaviours. Therefore, we are focused on upskilling our employees and parties we work with.

04

Advocacy

Climate change is a systemic issue requiring universal action to have any chance of meeting global goals. We will seek to influence our business partners as well as collaborate with academia and industry groups to catalyse further action.

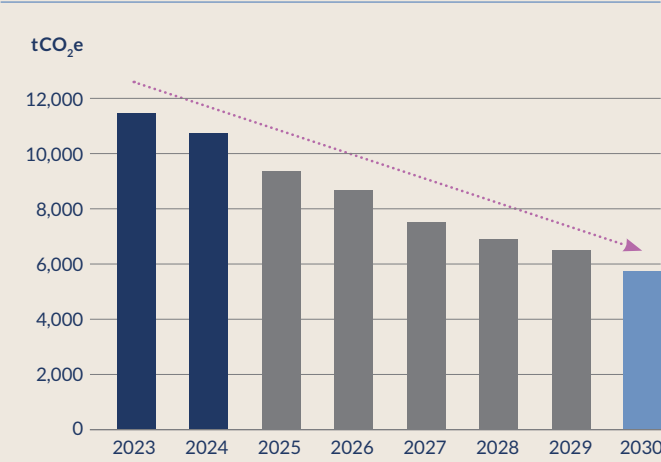
In Practice

We are setting minimum targets with the aim of supporting the Intergovernmental Panel on Climate Change (IPCC) requirement of a 50% reduction in Scope 1 and 2 carbon emissions by 2030. In practice, this target setting involves looking at absolute and like-for-like emissions over time to understand the full picture of our performance. This is particularly important when fund size is fluctuating over time since absolute emissions could fall only because assets have been sold.

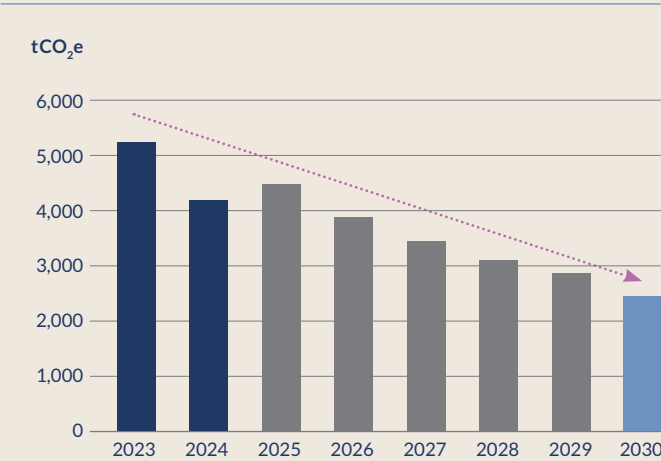
For example, our DV4 Fund is aligned with the 50% reduction pathway on both an absolute and like for like basis. One can see that on a like-for-like basis, emissions have reduced further, suggesting that emissions intensity per asset is also decreasing.

Please see Appendix 1 for emissions by Fund.

DV4 Emissions (Absolute)



DV4 Emissions (Like-for-Like)



Case Study:

BREEAM Outstanding Certification for our office

“Working with the ESG team on the office fit-out has been incredibly rewarding. Their dedication and commitment to sustainability and innovative solutions as part of the fitout has transformed our workspace into a modern, efficient, and eco-friendly office.”

Anandh Owen
Chief Operating Officer
Delancey



We are proud of the refurbishment we undertook of our own offices. In 2024 the project was awarded the BREEAM Refurbishment Fit Out Outstanding certification.

Over the past year, we reflected on the project’s challenges and key learnings. The project brief and early collaboration with the design team emphasised re-use to improve sustainability performance and save costs. A pre-refurbishment audit identified reusable materials, furniture, and equipment which helped architects appraise furniture use in the new design.

Setting certification as a goal helped to clarify expectations and imposed obligations on the contractor. Early contractor engagement provided valuable feedback, and strong relationships with consultants sped up decision making. Targeting an Outstanding rating required exploring all initiatives to maximise points.



Our key findings

- The building landlord had a project impact, presented some timing delays and information challenges on existing plant. We encountered challenges with locating water shut-off valves and verifying existing plant details due to inaccurate record drawings. Coordination with the contractor and landlord resolved these issues.
- Re-use of partitions and doors lowered the environmental impact but compromised acoustic performance from previous fit-out quality, requiring extra effort during design.
- New LED lighting and fan coil unit adjustments were needed to correct previous installed errors and suit new layouts. The BREEAM framework guided the reuse of fan coil units, benefiting from a low embodied and circular economy perspective.
- High material standards led to design changes when existing materials didn't meet requirements, such as re-upholstering banquette seating, a new paint colour was introduced instead. Limited time often restricted material selection.

These are learnings we take forward to our next sustainable and responsible fit-out.

Participation and Support

Real Estate is an industry with complex supply chains and a multitude of stakeholders, while ESG topics such as climate change and inequality are challenges that require collaboration in order to drive results. We are therefore strong believers in collective action and seek to work with the wider industry through these memberships and initiatives.



The Academy of Real Assets

Members of the Academy of Real Assets, through which we collaborate with schools, youth organisations, and sporting institutions to raise awareness about careers in Real Estate.

British Property Federation

Craig Worman our Head Of Public Affairs and Engagement as part of the BPF Futures Advisory Board.

The Diversity Project

Member of The Diversity Project, with employees engaged in their Advisory Council, Steering Committee, and Small Firms Working Group and working to advance DEI practices across the financial services industry.

GRESB

Participant in Global Real Estate Sustainability Benchmark (GRESB) for DV5, Private Rented Sector and Retail Warehouse portfolio.

Heritage Of London Trust

Supporters of Heritage Of London Trust by providing event sponsorship, charitable donations, as well as sponsoring various restoration projects around London.

INREV

Member of the European Association for Investors in Non-Listed Real Estate.

IPF

Member of the Investment Property Forum, where our CEO, Stafford Lancaster was appointed national Chair in early 2024.

King's College London

Collaborators with KCL on research ideas and supported their Community Connectedness and Health Inequalities programme and Multi-sectoral Collaborative Workshop.

Living Wage Employer

An accredited Living Wage Employer since September 2023, and are committed to paying all directly employed staff and contractors the real Living Wage.

Principles of Responsible Investment

Signatory to the UN-supported Principles of Responsible Investment since October 2021. We have opted to make our Transparency Reports publicly available. Robert Jenkins is a member of the PRI Real Estate Advisory Committee.

Reading Real Estate Foundation

Supporters of the Reading Real Estate Foundation and Pathways to Property by way of our team's operational support and personal donations, as well as providing event sponsorship at a corporate level.

Real Estate Balance

Members of Real Estate Balance, working to create more diverse and inclusive workplaces. Some of our younger employees are engaged in the Next Generation group.

Directing Net Zero Efforts

Driving decarbonisation on the ground requires knowing where to focus efforts. In late 2023 we kicked off our Net Zero Audit programme, seeking to target those assets that our data shows as being the largest emissions culprits. During the past year, this work continued, and our audits have showed opportunities to reduce emissions, flagging not just those that require flashy, shiny, and expensive upgrades, but also low-hanging fruit through asset optimisation and behavioural change.



Tech supporting our Sustainability Strategy

In 2024, we onboarded a select number of tech tools to assist us in working more efficiently and accurately across various sustainability workstreams. Here we highlight three case studies:

AUQUAN

AI supporting Controversy Monitoring, Due Diligence and Compliance.

We partnered with Auquan, an AI software tool, to improve the efficiency and coverage of our analysis of potential controversial business involvement at our assets and to assist with the implementation of our clients' exclusions criteria. Robust due diligence and ongoing monitoring is a key part of meeting client commitments and being a responsible steward of our client funds. As a result, we have been able to provide much more advanced reporting to our clients on demand.

CLIMATE X

Assessing the Impact of Physical Climate Change Risks on our Assets

Seeking to find advanced ways to model our physical climate risk exposure under different scenarios and over different time horizons, we partnered with Climate X, a leader in the space. Their tools also allow us to add asset specific information and testing different adaptation measures to see how exposure is impacted by management. We have now rolled this out for one of our pension fund mandates and it has allowed for more streamlined TCFD disclosures.

alectro

Elevating our Corporate Environmental Strategy with Data.

Alectro.io provides a solution for us to easily quantify our corporate environmental footprint, improving employee engagement, and tracking reduction initiatives over time. Through their collaborative platform, we were able to include colleagues and empower them to manage the data for their departments (e.g., IT, procurement, facilities, catering etc.) as well as administering employee commuting and WFH data. We now use their tool to capture and monitor Scope 1, 2, and 3 emissions and for managing our corporate environmental strategy. The emissions data you see later in this report has been compiled using their tool and support.

Fund Spotlights

Improving Fund-level energy performance for DV4

Absolute energy consumption for DV4 decreased from 2023 to 2024 by 4.1% and is primarily attributed to lower district heating/cooling consumption at Here East following efforts to improve operational efficiency of building services for this asset. The size of the asset and DV4’s ownership weighting means this asset’s performance has greater influence than other assets in the Fund. In particular, plant and machinery operation time changes and controller upgrades at the property have made a significant impact on overall consumption, while one-off events in 2023 resulted in unusually high consumption (tenant commissioning works and temporary interruption to Building Management System controllers). This did not occur in 2024. Other assets in the Fund have previously had lower levels of actual data, which means that it is harder to attribute whether the improvements are due to initiatives on the ground or simply more accurate data.

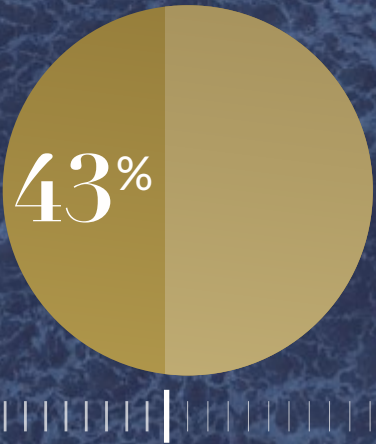
Absolute energy consumption for DV4



DCIF backing sustainability-focused projects

The Delancey Credit and Income Fund (DCIF) was established in 2021 to create an opportunity for new capital to meet in a tightening credit environment and providing an alternative solution for both acquisition and re-financing. The loans have been deployed to a mix of assets with underlying strategies to improve environmental performance and create stabilised assets supported by green building certifications. Currently, 100% of the assets by floor area have either achieved (87%) or are targeting (13%) a green building certificate. 43% of the total floor area has achieved BREEAM Outstanding. Sponsor engagement has commenced given that 12 months of data is available and our requests for data sharing have been positively received.

Assets achieving BREEAM Outstanding



Asset Spotlights

Central London’s largest cleared development site Earls Court Masterplan

Following four years of listening and collaboration, The Earls Court Development Company (ECDC) submitted its hybrid planning applications to both the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. At Earls Court, an industry-leading approach has been followed in consulting and engagement with a programme that gives genuine agency to local communities and stakeholders.

Over 116 exhibition days
1,197 Visitors Hosted

Visiting 3,353 addresses
814 Face-to-face conversations



Embedded within the application is ECDC’s Sustainable Development Charter, ‘Principles for Future Living’, which sets out the scheme’s mission, goals and objectives across the focus areas of social impact, economic inclusion and environmental well-being. Each goal has a clear set of metrics and targets that will make explicit how ECDC performs and drive the best sustainable outcomes. The goals flow from the vision to deliver an exemplar development, creating a sustainable, human-centric and a resilient masterplan at central London’s largest cleared development site.

This will include:

- An inspiring multigenerational neighbourhood with c. 4,000 new homes including affordable housing across a range of tenures.
- A showcase for climate and clean innovation and skills with 2.5 million sq. ft. of flexible workspace contributing to around 12,000 jobs on site.
- A celebration of nature, with twenty acres of public open space and green space, people first streets and squares, over 1,000 new trees and a flower amphitheatre.
- Three new cultural and performance venues, providing an ecosystem for the future of creative talent, and up to 100 shops, cafés and restaurants.
- A new Community Hub, sports facilities, play spaces, up to two childcare facilities and spaces suitable for health, wellbeing and leisure uses.

[Further information can be found here](#) ▸



Asset Spotlights

Hands-on sustainability measures Castlepoint

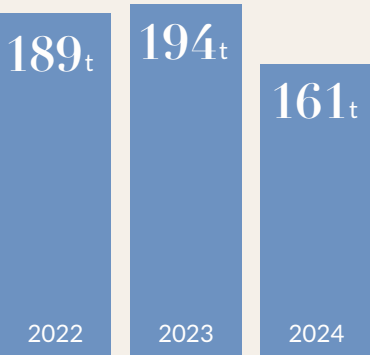
Castlepoint Shopping Park is one of the largest in the UK with over 35 retailers and strives to contribute to a more sustainable future, including minimising waste, facilitating recycling, and reducing its carbon footprint. Tenant engagement is key.

Ukraine Relief Fund

Value of in-kind space donated

£375,000^{pa}

General Waste Volumes (tonnes)



2024 Waste Use

Reduction

17%

Recycled

67.2%

Landlord’s Green Energy Supply



The asset targets waste recycling of 65-70% of the overall waste generated across 10 separate recyclable waste streams and zero waste goes to landfill.

Only green energy is used for Landlord supplies and the Park has an on-going commitment to reduce its consumption year on year. During the car park rebuild, its lighting was changed to LEDs which are controlled by photocells, Building Management System (BMS) controls, and Passive Infra Red (PIR) sensors – this means lights are only on full power when required, reducing consumption.

Castlepoint is keen to ensure it is a biodiverse habitat for wildlife, and support this by having bug hotels and nesting boxes across the site. Only pollen rich flowers are used, to act as havens for insects, butterflies and bees. Furthermore, 320 Christmas trees were chipped for reuse in the landscaping around Castlepoint.

There is an active community support programme at Castlepoint. This includes the continued provision of a unit to Ukraine Relief, choir days, a pet food bank, the creation of Chatty Benches for Mental Health Awareness week. Over £1,500 worth of staff hours were contributed to volunteering and supporting the local community.



Asset Spotlights

Innovation in Urban Logistics Kings Heath



DV4's 30,000 sq. ft. warehouse unit at Kings Heath installed a Photovoltaic (PV) array which is estimated to generate 23.45 MWh of renewable electricity per year, which is enough to cover 79% of the baseline mechanical and electrical services. Our teams designed additional loading and rails on the roof that can support an even larger PV installation in the future.

The site also benefits from a smart metering application which provides details into the energy expended by occupiers in their operations. The metering is split to provide accurate running usage / costs for each dedicated service. Separate metering offers insights into main electrical systems, lighting, power per floor, hot water services, condensers, ventilation, and electric heaters. This segmentation enables precise analysis and identification of high energy consumption areas beyond just the overall building usage.

The metering is connected to a central data logging device to allow accurate logging of energy usage which can be reviewed to understand high peaks of energy usage. This data can be used to understand how well the building is performing to allow informative suggestions for improvements. For occupiers, widening the deployment of meters could identify operational costs savings and in some instances productivity/behaviour patterns. The intensification might extend to metering the hot water generation and heat recovery on the ventilation and then to charging points for forklift trucks or autonomous mobile robots.



Asset Spotlights

Embedding Sustainability in Industrial Developments Patchway Enterprise Park

Unit 1 at Patchway Enterprise Park saw practical completion in November 2024 and was pre-let. The Park is going through a phased re-development programme to transform old, outdated units into modern, sustainable facilities that meet occupier demand and have a better environmental and social footprint. We are excited to share that Unit 1 achieved the following at completion:



Steel signing - Patchway Enterprise Park

Certifications

- BREEAM New Construction Outstanding rating.
- EPC A+ (previously EPC D).

Emissions and Energy Efficiency

- Estimated emission rate for the base build is -0.23 kgCO₂/m²/year, with primary energy use of -3 kWh/m²/yr after accounting for onsite renewable energy generated from PVs.
- Air Source Heat Pumps (ASHPs).
- LED lighting.
- High thermal performance glazing and insulation.

Biodiversity

- The Biodiversity Metric 3.0 was used to calculate the pre-development baseline units, finding a total of 0.41 baseline habitat units and 0.30 hedgerow units present pre-development. Overall, when based against the Biodiversity Metric, the site delivers a net gain of 17.39% in habitat units (0.07 units). However, the hedgerow units have increased by 91.35% (0.28 units), therefore a demonstrable net gain has been achieved.
- Other ecology enhancements include bird and bat boxes, insect logger and a green roof on the cycle shelter.

Tenant Engagement

- The team engaged with the incoming tenant throughout the project and received very positive feedback. Having been consulted on the hi-spec finishes and observed the quality of workmanship, the tenant shared that Unit 1 will become a regional HQ for the business.



Embodied Carbon

Our Next Frontier

In our pursuit of a sustainable future, we have developed a Whole Life Carbon approach that prioritises the reduction of both embodied and operational carbon emissions at key stages in an asset’s lifecycle. While seeking to reduce operational carbon emissions has been the main focus, embodied carbon - the emissions from the production, transportation, and disposal of building materials - constitutes a significant portion of a building’s total carbon footprint over time. Addressing both types of carbon emissions is essential for reducing the overall environmental impact, complying with evolving regulations, and achieving long-term climate goals.

We are at the nascent stage of tackling embodied carbon in our construction and refurbishment projects and it presents a complex challenge to change business as usual practices. However, we are committed to exploring innovative and emerging solutions to minimise these emissions. The type of construction materials we choose can have a significant impact on a building’s sustainability performance. For instance, use of recycled materials not only reduces waste but also lowers the energy consumption associated with extracting and processing new resources.

We are travelling like much of the industry towards better solutions but the challenges of tried and tested, uncertainty of both new techniques and the durability of new materials meeting ours and the market’s expectations remain.

Embodied carbon in our office fit-out

In our 2023 Sustainability Report, we featured the refurbishment project for our own offices. Undertaking a pre-demolition audit and then implementing a target setting exercise enabled measurement of the carbon savings against each reused element. The post construction Whole Life Carbon assessment yielded the upfront embodied carbon (A1-A5) of the project to be 54 tonnes of CO₂e and Whole Life Embodied Carbon (A-C) of 112 tonnes CO₂e. By retaining and reusing several existing elements such as the raised access floor, we saved a total of 127 tonnes CO₂e – 53% of the initial projected Whole Life Carbon for the project.



Buildings as Material Banks

In 2024, we collaborated with Kings College London and Arup to consider materials reuse at Milton Keynes. The re-use project was part of a student’s dissertation and involved investigating deconstruction and material reuse from three existing industrial buildings. Using detailed surveys and 3D-Point Cloud Scanning, a materials library was developed with an inventory of materials, their dimension, subjective quality as well as possible reuse and/or recycling destinations.

These savings were put to the design team. The existing concrete was needed on site as fill to meet site ground levels and glass recycling can be complex due to the varying melting temperatures of the types of glass. So the key focus was on steel. The structural engineer reviewed the inventory against the new steel frame design assessing the requirements of loadings, building height and open spans. A sample of the existing steel was sent away for loading testing.

The analysis concluded the only new steel that could potentially be replaced with reclaimed beams was the hipped gable rafters, all other steel members needed to be larger and longer to suit the building geometry.

The main contractors in their tender return were asked to provide a cost for “sensitively” taking down the existing structure to enable reuse. At the mid tender stage contractors highlighted that beam reuse would add 4-6 weeks to their demolition programme and additional costs of circa £200-£300,000. The overall demolition cost was circa £210,000.

The project has a pre-let which requires the meeting of certain timescales. In this instance the time imperative overrode the benefit of re-using a small element of the steel. In the future we will explore this further by considering separate contracts and accelerating demolition by a specialist contractor in advance of the building contract.



Embodied Carbon

Our Next Frontier

Mass Timber Study

We undertook a study on a BREEAM Excellent industrial unit in Watford constructed with traditional methods.

The study considered whether the newly completed building could be redesigned and adapted using alternative low carbon and timber building materials to reduce the associated embodied carbon of the development. Using a combination of parametric design tools and low embodied carbon modern methods of construction (MMC) technologies to tailor the frame to the site, it considered how a variety of design interventions and changes to the current specification could be implemented to reduce embodied carbon emissions.

The conclusion produced four alternative solutions with varying levels of sustainable materials that produced carbon emissions savings between 21% to 40% with estimated increases in cost ranging from 3% to 7%. This was a desktop exercise and optimistically the project team would be challenged to target further reductions in carbon, cost, and programme if the unit was designed and purpose-built from first principles adopting lower carbon solutions.

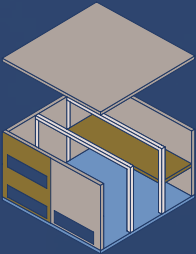
We are keen to explore the use of engineered timber in hybrid industrial structures to create buildings that become long term embodied carbon stores. We are attracted to the precision of prefabrication of timber structures, its speed of assembly and the lightweight nature that may require smaller foundations. We have spent time inspecting other construction projects using timber and its natural finish offers a very different ambiance for its occupants particularly if it is left exposed, albeit we appreciate industrial buildings typically have low occupancy levels.

In our pursuit of reducing embodied carbon, we are actively exploring the principles of the circular economy and material resource efficiency. We now view buildings as material banks, recognising the potential for reusing and repurposing materials to extend their lifecycle and reduce waste. This approach not only contributes to lowering carbon emissions but also aligns with our broader sustainability goals.

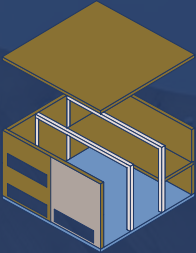
Carbon emissions savings

Comparison of traditional industrial unit design against four lower carbon options.

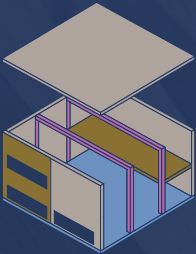
01 Baseline Plus
Simplified steel frame with steel external walls and roof



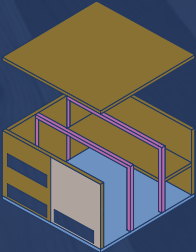
02 Baseline Optimised
Simplified steel frame with timber external walls and roof



03 Baseline Timber
Full timber frame with steel external walls and roof



04 Timber Optimised
Full timber frame with timber external walls and roof



- Steel
- Timber Stud
- Engineered Timber
- Low Carbon Concrete

Platforms

Our sustainability strategy also expands to our platform businesses, and we engage and collaborate with the teams on the ground to share learnings and ideas.

Localised Community Funding at Elephant and Castle



Our platform business Get Living runs the Inspiring Elephant Community Fund, which aims to support the community in Elephant and Castle through the distribution of £50,000 localised grant funding to organisations responding to local need.

In 2024, 1,609 beneficiaries have been involved in funded projects. Recipients included:

Big Education, a Multi-Academy Trust and a charity that is working to transform the education system to ensure young people receive a balanced education. Big Education have set up The Old Kent Road Family Zone (OKRFZ), a community-led initiative that is currently facilitated by Surrey Square Primary School in Southwark, South London. The initiative aims to make life for local children and families safer, healthier, and happier, by drawing on the community's existing strengths and co-creating solutions to common challenges.

More Vim More Life is a health project in parks across Elephant & Castle providing wellness and fitness activities for Southwark Black families and all local residents. Activities included fitness circuits, dance, sports, healthy eating sessions, talks with Southwark social prescribers, and kids activities such as a bouncy castle and face painting. The group reports the project was full of discussions to educate and empower Southwark Black parents and local residents.

"The most significant learning from our feedback form was that 85.7% said that they would do something different after today. The idea that people felt pushed to change their health outcomes just from our sessions was extremely powerful."

Diana Barranco
Elephant and Castle Community Director,
Get Living.



Platforms

The next generation
of workers

The
Earls Court
Development
Company

The Earls Court Skills Centre is a hub for upskilling and provides future-focused skills training across the built environment. The Skills Centre supports its users with qualifications that offer routes into future employment, reducing the risk of becoming Not in Education, Employment or Training (NEET), and training in health and safety, nutrition, and greener construction practices.

Based on the latest monitoring data produced by the Skill Centre, Earls Court has supported 154 learners with two thirds (105) living in the two local boroughs. In total 124 have completed training courses over the last 12 months and this includes 75 learners who live locally. Most of the courses delivered have been Level One and all the training delivered at the site has been pre-employability training. The Skill Centre alone helped achieve an estimated £272,000 in social value, created £105,097 in additional local spend, an additional £14,714 gross value added and 0.3 FTE full-time employment jobs.*

*Assessments carried out by social value consultants Real Worth and economic consultants SQW.



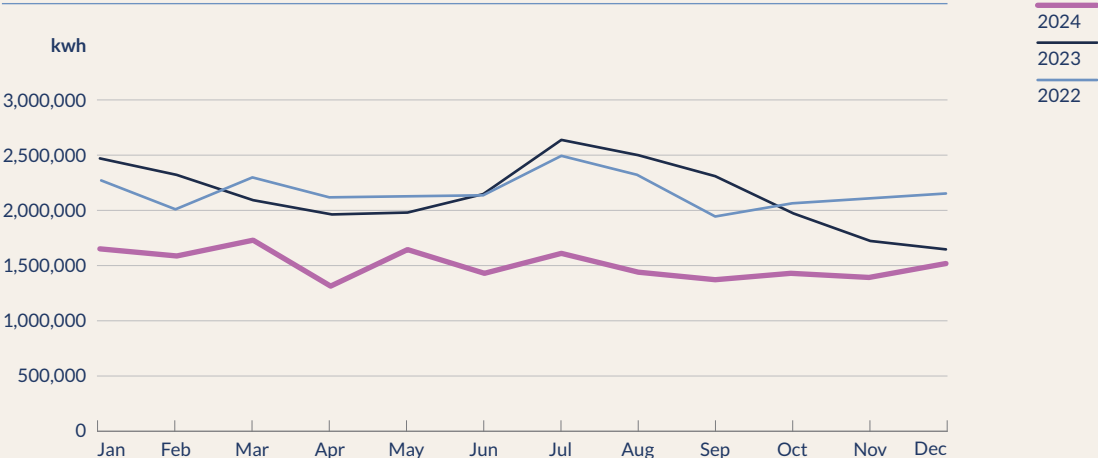
Driving down energy
at Here East

Here East is a dynamic office and academia space housing global businesses, scaling companies and universities alike. Its previous retrofit from the London 2012 Olympic Games media hub has thrown up some current day inconsistencies around metering and building control systems. The Here East Planet programme has embarked on several energy initiatives over the last few years to identify and monitor the true energy consumption to then understand where efficiency can be managed and improved. The asset is reliant on the Olympic Park's primary district heating and cooling network managed by others but the on-site team have responsibility for the secondary network which presents a significant opportunity for conserving energy.

This graph shows the overall impact of initiatives implemented at the asset, noting the performance between buildings and different utilities varies. The downwards trend starts towards the end of 2023 and continues into 2024.

A Net Zero Carbon Audit leading to the production of an Action Plan was carried out in 2024. It is a co-ordinated approach cognisant of both landlord and tenant consumption data, lease events, planned maintenance, long term asset replacement plans and renewable energy opportunities. The Plan has targeted short, medium and long term measures where feasibility steps and budgetary analysis is under consideration.

Utilities Consumption



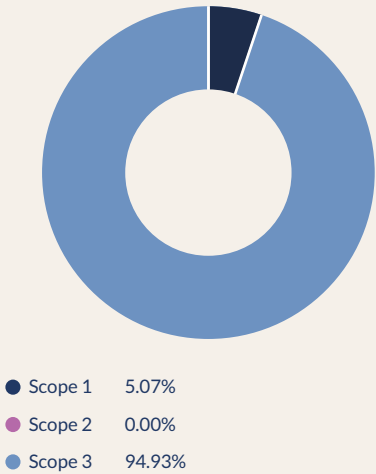
Corporate Sustainability



Corporate Environmental

We recognise that our day-to-day operations can impact the environment directly and indirectly. We are working to integrate environmental considerations into our business decisions and adopt greener alternatives wherever possible.

Emissions



In 2024, we partnered with Alectro.io to help us better measure and manage our corporate environmental footprint. Together with an internal working group we gathered Scope 1, 2, and 3 emissions resulting in a total of 276.82 tCO₂e for 2024. ¹ The corporate emissions includes all relevant emissions sources apart from Scope 3 Investments, which are covered in Appendix 1.

In 2024, our biggest sources of corporate emissions came from Business Travel (69.28%), food and drink (9.69%), and employee commuting (7.61%). If compared to 2023, our 2024 emissions show an 88% reduction in overall emissions, which is predominantly driven by the office fit-out and relocation in 2023 making it an outlier. We have agreed to use the 2024 performance as our baseline going forward given that this represents a more 'normal' operational year.

Our net zero strategy for 2025+ will target our largest sources of emissions to try to meaningfully drive our performance towards zero over time.

tCO₂e
276.82

¹ Aligned with GHG Protocol guidance.
Scope 1: Heating and refrigerants at company facilities, company vehicles;
Scope 2: Purchased electricity (all renewable);
Scope 3: Water use, working from home, food and drink, material use, purchased goods, waste, business travel, employee commuting, events, postage and distribution, and transmission and distribution.
The corporate emissions have been calculated by Alectro, a carbon footprint calculation software platform and align to GHG Protocol guidance. The UK Government GHG Conversion Factors for Company Reporting have been used to convert the metrics under the different Categories into tonnes of CO₂e.

Our People

Our approach to the ‘S’ of the Corporate Sustainability Strategy focuses on our stakeholders, which includes our employees, clients, and supply chain. We acknowledge that our employees are one of our most important assets and it is our responsibility to ensure that they have the tools and support they need to succeed in their roles.

Social strategy

Our Social strategy focuses on creating a culture of inclusivity, removing unconscious biases, providing all employees with the necessary resources to succeed, and collaborating with external groups that focus on improving inclusivity in our industry as a whole. We are acutely aware that the financial services and real estate industry is characterised by the lack of diverse talent and historically has had issues with discrimination and a culture of bias. We seek to hire the best talent aim to create a culture where everyone can excel.

Our Social Strategy has 4 main objectives:

-  **Fostering a culture of inclusion**
-  **Promoting external impact**
-  **Improving Diversity**
-  **Ensuring a fair and safe work environment**

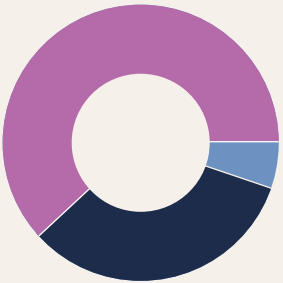
DEI Committee

Our DEI Committee (DEIC) oversees the firm-wide approach to DEI and formally reviews and updates all DEI-related policies and procedures. The Committee also has responsibility to ensure appropriate resources are available to execute employee initiatives and reviewing the work of consultants and other service providers. The Committee meets on a monthly basis. It is chaired by our COO and consists of representation across teams.

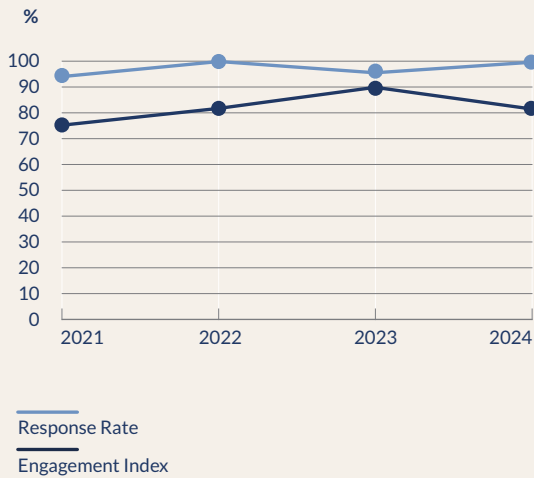
In 2024, we conducted our fourth employee engagement survey, achieving a 100% response rate and with 82% Engagement Index. Given our small firm size, we do not believe it is additive to set quantitative diversity targets as simply one colleague leaving or joining would render the results volatile. Instead, we look at these datapoints over time and focus on creating a culture where people can grow, learn, and achieve professional goals individually and as a team.

Gender diversity

- Female 33%
- Male 62%
- Prefer not to say 5%



DEI Survey Progress



2024 Survey response

100%

Equal Opportunities and Harassment

We are committed to ensuring no employee or prospective employee is discriminated against on the basis of sex, gender, race, marriage or civil partnership, ability, part-time or full-time worker status, sexual orientation, age, pregnancy and maternity, or religion or belief. We are working to ensure that the workplace is free from discrimination and harassment and will take disciplinary action against anyone found to be responsible, directly or indirectly, for any such behaviour.



Knowledge Building

We provide our employees with topic specific training sessions and encourage everyone to discuss learning opportunities with their managers or mentors. In 2024, we used our weekly Wednesday morning meetings to share employee survey results, political and market updates, social media training, quarterly ESG training, modern slavery education, mentoring, IT and cybersecurity training, compliance insights among numerous other topics. We also welcomed several of our charitable partners to present to the business to give all employees the opportunity to learn more about the work surrounding our assets. This included the Heritage of London Trust, Real Estate Balance, Supporting Wounded Veterans, among others.



Employee Wellbeing

We provide all employees with private health insurance, annual medical checks, and various other well-being initiatives. In March 2024, we welcomed Luminate to Delancey to deliver a session to all employees on the importance of mental health and how we can support ourselves and one another in this area. Our employees also have access to a range of benefits including the Stronger Minds programme, bereavement counselling, access to ARVRA (a health and wellness app where they can find support on topics related to nutrition, stress, hormone balance, mental health, physical health), annual medical checks, and access to regenerative medicine and physiotherapist appointments. Employees are encouraged to suggest ideas on how our wellbeing offerings can be improved.



Modern Slavery

As real estate investment advisers and managers of direct and indirect real estate assets, we are aware of the exposure to industries that are considered to be at high risk of modern slavery, specifically the construction industry and industries with complex supply chains, but also real estate sectors such as multi-family residential (e.g., sexual trafficking within households and domestic servitude), senior housing (exploitation of vulnerable people), and retail (labour exploitation in e.g., nail salons and massage parlours). We therefore have the duty to tackle this risk and act on any issues relating to modern slavery.

In 2024, we continued the work to formalise our approach to Modern Slavery, and together with the Metropolitan Police, provided training to all employees. Our approach to Modern Slavery covers due diligence and procurement, compliance and processes of property managers, annual assessment, and training. In 2025 we will update our Modern Slavery Statement.



'Social' Policies

We have a number of policies in place in regard to our clients, employees, and supply chain partners. These include for example:

- Anti-harassment and Bullying
- Anti-corruption and Bribery
- Code of Ethics
- Diversity and Inclusion
- Flexible Working
- Parental Leave policies
- Responsible Investment
- Whistleblowing

We are also an accredited Living Wage Employer and committed to paying the Real Living Wage to all directly employed staff and having a plan to pay all contractors a living wage.



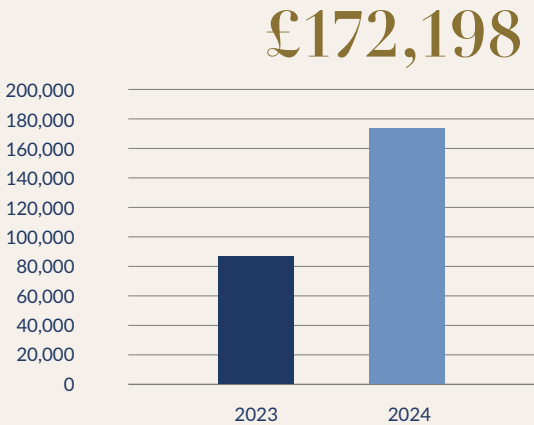
Community Engagement

A large portion of our community engagement work is done around our assets under advisory and management and specifically through our development assets and platform businesses.

For us, property is much more than the bricks and mortar, it's about engaging with the people in our neighbourhoods and how we can make a positive impact in their lives. We support our platforms in working with local charities and encourage the coming together of local community groups. For example, Elephant and Castle has hosted several events such as wellness festivals and career fairs which have proven hugely beneficial to the local area.



Donations to support charities (£)



Philanthropy

We are constantly on the lookout for ways in which we can make much needed contributions to the community, and together with other colleagues in the property sector we support a number of charities and deserving causes in the world of art and culture. Our charitable activities are focused on five key community themes.



Organisations that we supported in 2024 include:

- Heritage of London Trust
- English Heritage Trust
- Historic England
- National Portrait Gallery Children's Hospitals Arts Programme
- The Listening Place
- Delancey UK Schools Chess Challenge
- Stop.Breathe.Think
- Dads House lunch club sponsorship
- Snow Camp
- Anne Frank Trust



Community Engagement Philanthropy

Multi-Sectoral Engagement with Kings College London

Community Theme:
Education; Mental Health

In September 2024, Delancey welcomed community leaders from across the UK who work with youths, families, and under-represented communities from Lambeth, Bradford and Kent to our office.

Hosted by Delancey’s ESG Director Christina Rehnberg with King’s College London, the day saw community leaders, researchers, and public health officials that work with Lambeth, Bradford, and Kent, come together to discuss health inequalities and how to address them collectively. The aim of the day was to investigate how cross-sector collaboration could be the way forward and finding practical ideas for what a Working Group could look like. Participants were encouraged to refine this concept and identify specific strategies for collaboration to create a realistic, sustainable, and mutually beneficial initiative.

To ensure a fully collaborative session, the group used a ‘World Café’ structure, allowing participants to fully engage with one another. Throughout the day, a live scribe created illustrations based on the conversations, aiming to engage audiences and drive change through visual storytelling.

Participants from initiatives like Lambeth HEART, Citizen Science, and Faith in Communities were asked to address three key questions during the morning discussion:

- “What are the actionable priorities for a UK-wide multisectoral collaborative?”*
- “Who should be part of such a collaborative and why?”*
- “How can community voices be embedded in this collaborative?”*



Outcome

Participants highlighted several key areas in response to the questions, including the importance of building trust between researchers, community organisations, and community members. They also emphasised the need for clear and accessible communication, taking into account language barriers to ensure a two-way dialogue. Additionally, upskilling was underscored, with a focus on training members of the community in research skills and data use to improve their ability to participate in discussions and funding processes.

[Read more about the day here](#) ▶

Key learnings on how to build community capacity and connectedness:

- Dedicated physical spaces need to exist for groups to meet and mix at.
- Clear language and communication is fundamental to remove biases in grant applications and decisions.
- Old and young people are often separated in initiatives - intergenerational solutions help drive connection.
- People need to be incentivised and made aware of potential outcomes in order to actively participate.
- Follow-ups need to be clear and include why something was not moved forward - communicating more is better than not communicating enough.
- Finally, solutions need to consider who actually is underserved or marginalised, on which topic, and why, in order to genuinely remove barriers for participation.

Community Engagement Philanthropy

Celebrating Heritage with the Historic England

Community Theme:
Heritage

"We were looking for corporates to stand up and people who really sympathised with the objectives of the scheme and Delancey were absolutely on board with that."

Duncan Wilson
CEO Historic England



In 2023, the Department for Culture, Media and Sport expanded their National Blue Plaque scheme to celebrate individuals from all walks of life that have made a significant contribution to human welfare and happiness or that have made an exceptional impact in their field, community or on society at large.

In 2024, Delancey and The Earls Court Development Company were the first to sign up as corporate sponsors of Historic England's National Blue Plaque Scheme. Throughout 2024, Delancey team members supported Blue Plaque events and the unveiling of a plaques, including the commemoration musician George Harrison outside his family home in Liverpool.

In 2024, Historic England celebrated the lives of the following people:

Daphne Steele (1927 – 2004)

She made history by becoming the first Black matron in the NHS in 1964.

Clarice Cliff (1899 – 1972)

A ceramic designer who's success story is rooted in the heart of the potteries in Stoke-on-Trent.

George Harrison (1943 – 2001)

Musician, songwriter and humanitarian, member of the icon band, The Beatles.

Cary Grant (1904 – 1986)

Formally known as Archie Leach, Bristol-born boy who rose to fame as an actor during Hollywood's golden age.



Community Engagement Philanthropy

Supporting Stop.Breathe.Think

Community Theme:
Young People; Mental Health

"We are so proud of our partnership with Delancey, they were one of our very first supporters when we launched Stop.Breathe.Think back in 2020. They saw the potential of the service immediately, and they shared our understanding of the huge need to support young people's mental health - and they gave us their support and backing, enabling us to positively support many young people across London."

Dan Charlish
Founder, Stop.Breathe.Think



In 2024, Delancey and the Elephant and Castle Town Centre funded the pilot scheme for Stop. Breathe.Think (SBT) at Elephant and Castle. With mental health services under strain from rising cases of anxiety and depression in young people, Stop.Breathe.Think provides online counselling to those aged 8-21, who cannot afford or access support quickly. No wait times and available nationally, they provide vital support to those who need it right now.

With Delancey's support, Stop.Breathe.Think provided 46 vulnerable children and young people in the area with 1:1, completely free, counselling sessions and mental health support. The children and young people primarily sought counselling for:

- anxiety (30%)
- depression (15%)
- anger (15%)
- along with other issues such as eating problems and self-harm

Delancey has a long-standing relationship with the charity since its inception in 2020 when it was part of national youth charity SnowCamp which Delancey has been proud to support for over 10 years. Due to the success, demand and growth of Stop.Breathe.Think it was necessary for the service to scale and operate in its own right and from 1st July 2024 it operates as an independent charity.



Community Engagement

Volunteering

Supporting our communities

In 2022, we introduced a new Volunteering Policy for the company, providing Delancey staff with the opportunity to volunteer one day a quarter. Whilst employees are encouraged to volunteer for a charitable initiative linked to the company, the policy does also allow for a charity of the employee's choosing.

During 2024, volunteer support has been given to various charities and organisations, including:

- Somerset House Trust
- Kings College London
- Canine Partners
- Plan UK
- Lily
- Queen Mary University of London
- Academy of Real Assets



Employee and corporate fundraising in 2024

£197,000+

Hours spent volunteering in 2024

149hrs

Governance

At Delancey, we seek to conduct our business activities to the highest standard of corporate and ethical governance.



Delancey and its group advisory entities operate within a robust regulatory and internal control environment, overseen by the Chief Compliance Officer, who also acts in the same capacity for all the group's advisory firms. Delancey maintains a comprehensive Compliance Monitoring Programme ("CMP") and whilst all FCA/SEC regulatory reporting and filings are completed in accordance with the designated timelines, Delancey also undertakes further compliance monitoring reviews on a risk-based approach. The frequency of these compliance reviews is dictated by the risk each area poses to the group and its operations. The CMP broadly covers areas such as:

- Corporate governance arrangements and systems and controls;
- Risk Management – ongoing review and assessment of business/operational risks and internal controls, as part of the group's Risk Management Framework;
- Employee training and competency requirements;
- Conflicts of Interest protocols – including Annual Employee - Conflict's Questionnaire (and ongoing) disclosure requirements;
- Anti-Bribery and Corruption (including Gifts and Entertainment arrangements);
- Anti-Money Laundering policies and controls – including dynamic sanction's screening;
- Key Service Provider onboarding and annual assessments.

The governance framework at Delancey supports strategic decision-making in respect of Delancey's internal controls and operational environment, as well as client focussed business activities, demonstrated by a number of governance committees, which monitor the control and regulatory environment and assist the Board in fulfilling its oversight responsibilities.



Operational Board

The Delancey Governance and Operational Board (DGB) is the governing body that considers all Delancey Group and client related governance, regulatory, compliance and operational risk matters impacting on Delancey’s operations. This ensures that Delancey and its group advisory entities operate within a robust regulatory and internal control environment, overseen by the Chief Compliance Officer.

For its client funds, the appointment of appropriately qualified and experienced Directors is undertaken by Delancey to ensure that the Fund vehicle is sufficiently resourced to conduct its activities. All related regulatory and legislative obligations are managed by the Fund (GP) Board and supported by Delancey as appropriate in its role as Investment Adviser.

Jamie Ritblat
Founder and Chairman



Jamie founded Delancey in 1995. Over the last 25 years, Jamie has grown Delancey into a leading UK based real estate investment, development and asset management company, having overseen £20bn of transactions. Jamie has led Delancey to successfully raise and execute five UK real estate investment funds as well as significant segregated mandates for global institutional clients and large family offices.

Paul Goswell
Non Executive
Deputy Chairman



Paul has been leading Delancey alongside Jamie since 1996 and is jointly responsible for the formation and implementation of the group’s overall strategy as well as the management of its key relationships. He also directly oversees some of the group’s investment and development projects and has led Delancey’s long history of investment in central London offices. Paul is also a member of the Council and Chair of the Estates Strategy Committee for King’s College London.

Stafford Lancaster
Chief Executive Officer



Stafford joined Delancey in 2000. He works on the Firm’s overall fund and asset level strategies. Historically focussed on London offices, in more recent years he has led the Firm’s housing (Get Living PLC), education (Alpha Plus Group) and mixed used development (Earls Court Development Company) programmes. He is responsible for relationships with some of the Firm’s major coinvestment partners including APG, Oxford Properties and Qatari Diar. He is chairman elect of the Investment Property Forum (IPF) and a Trustee of the Reading Real Estate Foundation at Henley Business School.

Anandh Owen
Chief Operating Officer



Since joining Delancey in September 2004, Anandh has overseen its operations, human resources and data security, as well as regulatory and compliance workstreams, to ensure robust protocols subsist at every level. He has embarked on a continuous programme of improving the existing information technology and reporting infrastructure, including the implementation of a risk management, operational and governance platform as part of Delancey’s continued attempts to better manage risks and improve efficiencies for and on behalf of its clients.

Rohit Patel
Chief Compliance Officer



Rohit joined Delancey in 2005 and is responsible for all governance, operational risk and regulatory/compliance matters. This includes reviewing the manner in which Delancey conducts its business, establishing robust internal controls and operational processes, assessing initiatives for business improvement, and ensuring that all legislative, regulatory and compliance obligations are properly safeguarded, including those specific to advisory client matters.

Jim Bowden
Chief Financial Officer



Jim joined Delancey as CFO in January 2024 and is responsible for all aspects of Delancey’s financial management. Prior to joining Delancey’s in-house team, Jim worked closely with members of the Delancey leadership as CFO of Alpha Plus Group, owned by Delancey client funds until October 2023. With 25 years of experience, Jim has held roles with multinational listed businesses as Group Financial Controller, Finance Director and CFO.

Our Committees

In addition to our DGB, we have the following Committees in place:

Governance Committees		Operational Committees			
Conflicts Committee Established to consider matters of conflicts in relation to Delancey and client related matters.	Risk Committee Established to consider the risk management documentation in place at the firm and any necessary actions to control / mitigate risk exposure including liaising with various risk owners.	Steering Committee The Steering Committee acts as an operational board to consider all client-related transactions and assess strategic / business plans for each investment to fulfil the specific client related objectives and to make appropriate recommendations, as appropriate to the Client in respect of transactions.	Responsible Investment Committee Established to oversee responsible investment matters for all Group entities, client mandates, and, as appropriate, client operating platform businesses.	DEI Committee Established to consider all Group related diversity, equity, and inclusion matters.	Health and Safety Committee Established to oversee all health and safety related matters across the group and client funds, with specific emphasis on development projects.

In addition to our corporate committees, we have client-related Governance Committees including Fund-specific Investment Committees, Advisory Boards, and Shareholder Committees.

Responsible Investment Committee



Our sustainability and responsible investment strategy is overseen by Delancey’s Responsible Investment Committee (RIC), which comprises senior members across the business, including the Chief Investment Officer, Chief Compliance Officer, Compliance Director, Director of Development, Director of Asset Management, Director of Property and Funds, Finance Director and the Directors of Responsible Investment and ESG. Other employees may be invited to attend all or part of a meeting as required. The RIC reports into the Executive Directors and meets on a quarterly basis to review ESG-related practices and progress.

During the year the RIC has reviewed several key components of our strategy including the updated Responsible Investment Policy, the process of Exclusions Guidelines, regulatory compliance, industry memberships and our ESG training programme.

Risk Management



Risk considerations are made at both fund, portfolio and investment level, and, amongst others, these will cover market, economic, financing, credit and counterparty risks. The corporate Risk Register in place at Delancey specifies a variety of risks, which are categorised based on whether the risk is a corporate/strategic, regulatory, financial, or operational risk. A risk owner is assigned for each of the risks identified and the register highlights key business risks, impacts, likelihood, mitigants and a residual risk status.

Any risks within the register deemed to be of significant magnitude or prevalence would be presented and discussed at the DGB meetings held with senior management for their attention, and to identify any further controls that may be required/ should be implemented to manage such risk(s).

The Compliance Team is responsible for maintaining the corporate Risk Register, which is reviewed every six months alongside senior members of key business functions, and presented to the Risk Committee.

Health & Safety at Delancey

We have a Health & Safety (H&S) Committee that meets quarterly to review and assess the H&S Framework and culture across all assets and projects under management. Our Framework comprises two parts: our responsibilities and structure, and our policy and audit documents. In summary:

Managed Assets and Operational Platforms

We ensure the oversight and management of the property manager’s duties in relation to compliance with H&S standards. This includes periodic meetings and inspections to review compliance with H&S requirements, regular safety risk assessments, statutory inspections and testing, and training for on-site staff. We also require property managers to maintain up-to-date emergency plans and establish clear procedures for reporting, investigating, and managing H&S incidents. Additionally, Delancey ensures that key maintenance contractors and service providers have appropriate H&S protocols and certification.

Operational platform businesses have the commitment to ensure a safe, healthy and environmentally friendly culture for employees, tenants, visitors and any other parties who may be affected by their activities. H&S considerations are given high priority in the planning and undertaking of day-to-day work activities, with the aim to achieve a target of zero reportable accidents. Management encourages a positive H&S culture by actively promoting occupational H&S through the provision of information, training, instruction, and supervision.

Employees and service providers are openly encouraged to report hazards, including any ‘near misses’, whilst policies and procedures are regularly reviewed, audited and amended to comply with any new legislation and to ensure continuous improvement.

Development and Construction Activities

For development activities, Delancey puts in place a H&S Framework that includes safety risk assessments during the planning and design stages, management and adherence to the Construction (Design & Management) Regulations, and evaluation of the environmental impact of the development. We ensure that building contracts specify minimum safety requirements, compliance with H&S regulations, implementation of safety management systems, development of site safety plans, mandatory safety training, and regular safety audits. Delancey also maintains appropriate reporting and record-keeping to ensure H&S compliance throughout the project.

IT and Data Security

In today’s digital age, cyber threats are a constant concern for businesses of all sizes. A cyber-attack can result in the loss of sensitive data, disruption to operations, and damage to our reputation. By implementing strong cyber security practices and educating our employees about security risks and responsibilities, we protect our business against these threats and ensure the ongoing security and stability of our operations. Over time, we have implemented a range of policies and procedures to ensure the security and confidentiality of our information.

Our Policies and Procedures

Data security management related policies:

- Code of Ethics Policy
- Cybersecurity Policy
- E-Policy
- Mobile Telephony Policy
- Password Policy
- Privacy Policy
- Workplace Monitoring Policy

Additional procedures:

- Strict change control processes to prevent unauthorised escalation of user privileges and access to network resources.
- Access rights management to ensure that users have access to the appropriate resources within the business.
- Technical and physical penetration testing of our environment.
- Technical controls to restrict access into our systems using Multi factor authentication and a variety of other services and techniques.
- Periodic training and written guidance for employees on information security risks and responsibilities. During 2024, all employees received four cybersecurity training sessions by our third-party Cyber Security partners and our Director of IT Operations.

Supplier Assessment

We carefully assess our suppliers to ensure that they meet our high standards for cyber security. Our main IT provider, Advania, is certified in the Information Security Management standard ISO 27001 and the Quality Management standard ISO 9001. These standards verify Advania’s commitment to ensuring the security of customer data and systems. All suppliers are subject to a full onboarding process and regular review related to any service level agreements held.

Performance Metrics

We regularly review our data and cyber security practices to ensure that they are effective in protecting our business against threats. Regular penetration testing and monthly reviews of our cyber practises are examples of our commitment to maintaining a strong security posture. During the last year we have had no complaints related to customer privacy and/or losses of customer data.

Looking to the Future



Looking to the Future

We remain undeterred from our belief that embedding and pursuing environmental and social initiatives into our clients’ strategies is additive both in value and impact, undeterred despite the headwinds from the west. As we said last year, we continue to actively manage our clients’ assets with a wider understanding of resilience using data, market insights and pragmatism.

We are making progress on our data coverage and we have started setting targets aligned to the identified initiatives in our decarbonisation action plans. However we appreciate the challenge to achieve a high quality data set is constant, and we must be able to trust the data source. Our focus continues to shrink the residual emissions as much as we can by seeking to reduce consumption and improve efficiency of the energy used in buildings. Looking ahead we are exploring several on-site renewable energy generation options. We are monitoring the UK’s electricity infrastructure challenge with interest wary of grid capacity constraints and its potential to impact existing and new developments. Not only are we approaching buildings as material banks but also as energy stores that potentially could insulate dynamic swings in energy pricing.

Building on the assessment of physical climate exposure hazards at assets, we are interpreting the findings against more detailed site information to produce climate action points that feed into the Sustainability Action Plans. These findings need to be evident and visible for future planning of asset strategies.

In a similar vein, we have started towards our goal of formulating a nature strategy, and are mapping the natural attributes that exist at assets to quantify and better understand the opportunities that exist to advance nature positive actions.

Collaboration remains central to our approach, as we actively engage with industry peers, and in particular our platform businesses, to share insights and learn from their experiences. With our stakeholders, we aim to foster constructive, mutually beneficial dialogues and seek opportunities for alignment on activities that support our shared objectives.

At first glance it seems impossible but opportunistic and careful investing strategies remain key in the assets under our management.



About Delancey

Sustainability without hot air – This report is brought to you by

Christina Rehnberg
ESG Director



“Sustainability is not just about transparency, data, and reporting, or about expensive interventions - it is also the difficult business of changing habits and behaviours. We continue to integrate, analyse, learn, and hope to share our learnings with the wider industry such that everyone can make informed decisions.”

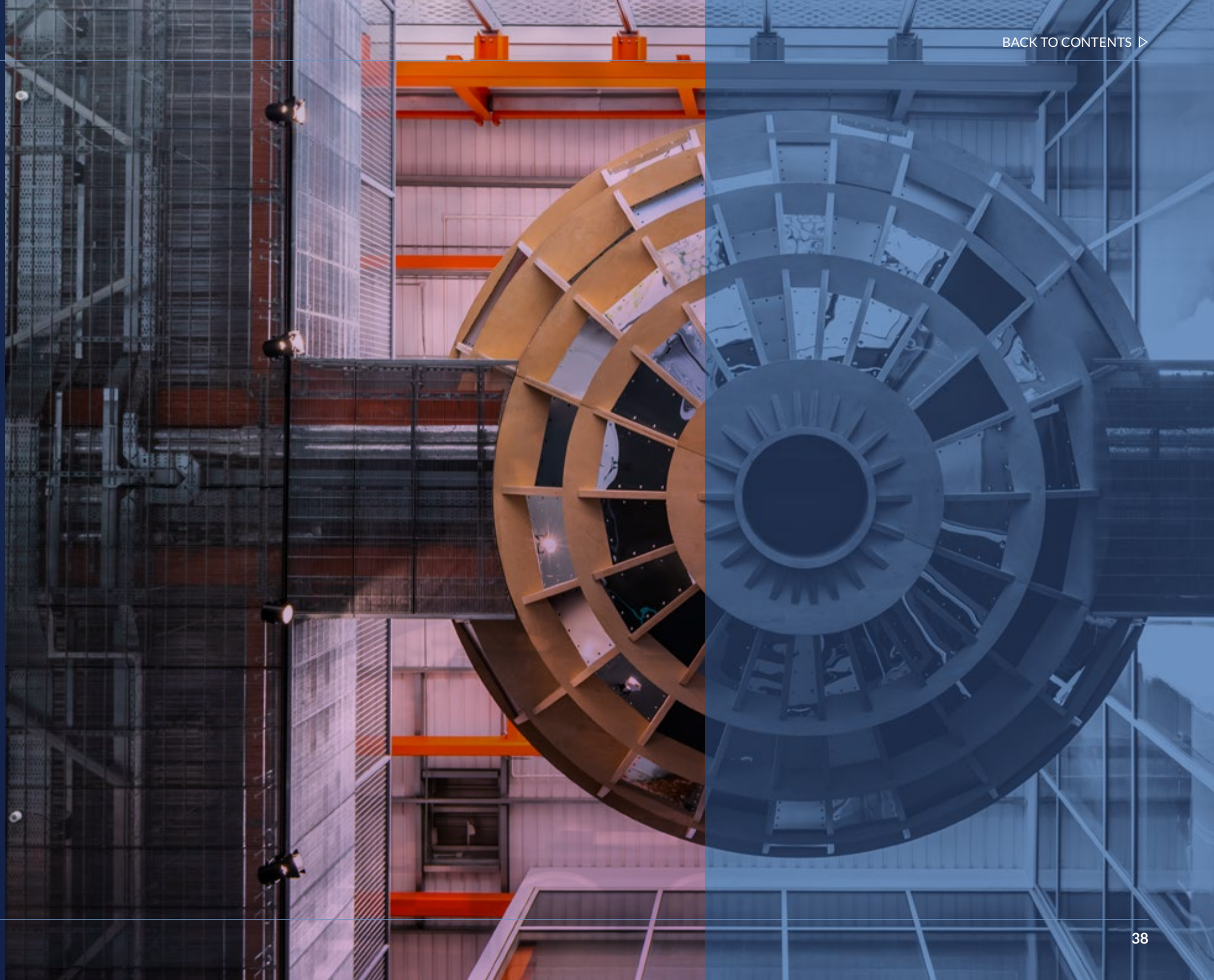
Robert Jenkins
Responsible Investment Director



“Despite the noise of UK and USA elections, Taylor Swift and the Olympics, we have calmly and carefully proceeded with advancing our responsible investment strategies during the year. I trust you will see the strides taken.”



Appendix



Performance Tables

Please see commentary and methodology on the following page.

2024																					
Fund	Nr of assets	Total floor area (m2)	KPI type	Absolute								Like-for-like									
				Scope 1	Scope 2	Scope 3	Electricity (kwh)	Fuels (kwh)	Water (m3)	Waste (tonnes)	Recycling (%)	Nr of assets	Total floor area (m2)	Scope 1	Scope 2	Scope 3	Electricity (kwh)	Fuels (kwh)	Water (m3)	Waste (tonnes)	Recycling (%)
				Landlord		Tenant								Landlord		Tenant					
DV4	33	870,182	Performance	785	3,543	6,594	31,142,857	21,932,401	516,176	852	44%	33	857,743	716	3,541	6,034	29,076,101	20,821,543	511,987	852	44%
			Data completeness %	100%	86%	86%	88%	79%	40%	15%	NA			100%	87%	86%	88%	79%	44%	16%	NA
DV5	11	114,117	Performance	34	2,954	14	14,328,707	190,111	25,337	171	28%	3	12,761	16.	8	14	102,734	90,615	5,577	NA	NA
			Data completeness %	98%	98%	90%	97%	90%	85%	73%	NA			96%	89%	90%	93%	85%	0%	0%	NA
UK Residential	9	442,702	Performance	1,658	1,205	6,337	16,780,857	25,273,897	454,590	NA	NA	9	442,702	1,657	1,205	6,337	16,780,857	25,273,897	454,590	NA	NA
			Data completeness %	100%	67%	100%	75%	100%	100%	0%	NA			100%	67%	100%	75%	100%	100%	NA	NA
UK Pension Fund	39	527,660	Performance	361	430	13,542	48,583,035	23,354,871	731,810	833	48%	29	420,132	319	305	12,136	43,308,953	20,729,633	662,961	731	48%
			Data completeness %	100%	96%	76%	76%	82%	21%	31%	NA			100%	95%	80%	80%	82%	21%	21%	NA
Separate	4	20,073	Performance	NA	NA	3,198	6,358,258	10,125,519	18,698	362	1%	3	15,275	NA	NA	NA	NA	NA	NA	356	0%
			Data completeness %	NA	NA	75%	100%	100%	67%	50%	NA			NA	NA	NA	NA	NA	NA	33%	NA

2023																					
Fund	Nr of assets	Total floor area (m2)	KPI type	Absolute								Like-for-like									
				Scope 1	Scope 2	Scope 3	Electricity (kwh)	Fuels (kwh)	Water (m3)	Waste (tonnes)	Recycling (%)	Nr of assets	Total floor area (m2)	Scope 1	Scope 2	Scope 3	Electricity (kwh)	Fuels (kwh)	Water (m3)	Waste (tonnes)	Recycling (%)
				Landlord		Tenant								Landlord		Tenant					
DV4	35	872,171	Performance	818	3,607	7,042	27,473,179	27,880,752	380,965	871	53%	32	857,743	703	3,571	6,761	26,384,805	26,753,738	376,645	871	53%
			Data completeness %	91%	93%	73%	80%	51%	39%	11%	NA			100%	92%	73%	80%	50%	44%	13%	NA
DV5	11	114,117	Performance	28	306	48.	993,247	152,991	6,444	NA	NA	3	12,761	24	14	48	289,383	140,824	5,563	NA	NA
			Data completeness %	78%	73%	66%	76%	44%	88%	0%	NA			76%	67%	66%	75%	42%	0%	0%	NA
UK Residential	9	442,702	Performance	991	1,479	8,835	24,595,250	28,641,115	462,154	NA	NA	9	442,702	991	1,479	8,835	24,595,250	28,641,115	462,154	NA	NA
			Data completeness %	100%	100%	100%	100%	100%	100%	0%	NA			100%	100%	100%	100%	100%	100%	NA	NA
UK Pension Fund	41	549,992	Performance	406	782	10,593	38,180,501	21,187,250	805,488	890	46%	29	420,132	265	276	8,332	27,770,020	17,066,894	667,671	653	46%
			Data completeness %	84%	96%	44%	48%	41%	40%	32%	NA			100%	99%	46%	51%	37%	38%	21%	NA
Separate	4	20,073	Performance	NA	NA	2,864	6,292,433	8,532,323	29,274	113	6%	3	15,275	NA	NA	NA	NA	NA	NA	102	0%
			Data completeness %	NA	NA	75%	75%	75%	46%	50%	NA			NA	NA	NA	NA	NA	NA	33%	NA

Performance Commentary

DV4

A long-term real estate fund comprising a high-quality portfolio of value creation opportunities. The fund is diversified across real estate sectors and contains both landlord and tenant controlled, domestic and commercial buildings, as well as development sites. A number of assets (residential and commercial) are connected to a natural gas district heating network, some under third party control.

DV4 achieved a 4.8% reduction in absolute Scope 1, 2, and 3 emissions between 2023 to 2024. This was primarily driven by reduction in district heating and cooling consumption at the Here East asset following operational efficiency improvements. Data quality significantly improved in 2024 with increased completeness of tenant consumption data improving the accuracy of Scope 3 emissions reporting.

DV5

A separately managed investment account for a Sovereign Wealth Fund. The assets in this Fund are a mix of redevelopment opportunities and an industrial operational business with leased assets.

The marked increase in absolute consumption between the 2023 and 2024 reporting years is due to the acquisition of an operational business in December 2023, increasing the number of sites from three to eleven but only including one month's consumption in 2023 and 12 months in 2024.

UK Residential

A BTR platform business comprising more than 4,500 homes. This is reporting the full performance of the Fund reflecting operational control rather than equity share. The consumption data reported reflects the performance of four stabilised assets. The remaining assets are either in development or in the early stages of occupation and data is not yet reported. The figures highlight the scale of the opportunity to make positive impacts.

The data sources include a mix of automated, manual and invoice readings. Waste data remains challenging to collate for the residential assets. The data shows an 18% reduction in Scope 1, 2, and 3 emissions between the two years

UK Pension Fund

A diversified portfolio of landlord and tenant-controlled assets in the UK, including development assets.

Since taking over the mandate in December 2022, the fund has seen a substantial improvement in data quality following data automation initiatives, which has enabled enhanced monitoring and reporting of tenant energy consumption. At several assets, tenant electricity and fuels consumption based on actual data for 2024 exceeded the equivalent estimated performance for 2023, indicating likely under-estimation in 2023 from proxy data used for gap-filling. The resulting trend in total operational carbon emissions (absolute) between 2023 to 2024 was a 21.6% increase, even though landlord emissions have reduced.

Separate

A family office fund comprising three assets of industrial, and a mix of retail and residential. The assets are predominantly tenant-controlled.

Methodology

The data includes analysis on absolute and like-for-like performance across all Delancey managed client funds.

- Absolute Data: Refers to the aggregate performance of all assets in each Fund in each year, including any assets purchased or sold part-way through the period.
- Like-for-like Data: Refers to the aggregate performance of assets held in both 2023 and 2024, excluding any held for less than 24 months. This therefore accounts for changes performance that are due to an asset being sold or acquired.

The reported metrics in this document have been prepared using data held on the SIERA data management platform. The data has been collated and analysed by the sustainability consultants for the Funds, EVORA Global. This data is not third party assured separately. Asset and fund-level analysis is reliant on information provided by third parties, such as meter readings or invoices received on a quarterly basis from property managers and consultants. All metrics take into account each fund's ownership share of the underlying assets unless otherwise stated separately. Where energy or water data is not available for a given time period or floor area, gap-filling is undertaken using pro-rated consumption and proxies, i.e. asset-class specific benchmarks multiplied by the floor area for each asset. Validation checks are undertaken to ensure accuracy.

Carbon emissions for real estate assets are calculated using consumption data (meter readings and invoices) for energy supplies, multiplied by applicable emission factors. Scope 1 emissions arise from landlord-controlled gas supplies to real estate assets. Scope 2 emissions arise from landlord-controlled electricity supplies to real estate assets. Scope 3 emissions arise from tenant-controlled energy supplies to real estate assets. Emissions are reported only for the period of ownership of assets within the Group.

The reported Data Completeness for carbon emissions, energy and water is a time-based metric for data quality, calculated by assessing the expected data collated over time for the known meters in each of the funds. The percentage is the proportion of actual data over the 12 months for these meters. Some assets do not hold meter information for the full floor area and therefore gap filling is applied for the shortfall. The target is to also report on Data Coverage next year to provide an assessment of area served for the known meters, thereby providing more detailed insight into the data quality.

Waste generation and recycling rates are reported using actual data from property teams and do not include any estimation. Data quality (completeness) is reported as the proportion of assets with available data.

Note: While the Group engages with data providers to query any identified data quality concerns, it is unable to fully verify the accuracy of information received. Equally, where information is obtained in good faith from tenants (e.g. in relation to Scope 3 carbon emissions) the Group cannot query the accuracy of such information.

TCFD Disclosures

Whilst we do not fall in scope of mandatory TCFD reporting, we have chosen to voluntarily disclose in line with the TCFD guidelines because we believe these topics are important to address and provide transparency around due to their double materiality nature. This section sets out our TCFD-aligned entity disclosures in relation to climate-related matters for the reporting period 1 January 2024 – 31 December 2024.

Governance	
Describe the boards oversight of climate related risks and opportunities.	The ultimate oversight and leadership on Responsible Investment, including climate related risks and opportunities, rests with Delancey’s Executive Directors determining the commitment and direction at an organisational level. The evaluation of climate related risks and opportunities pre-investment and the action plan for managing these is part of our Responsible Investment strategy. Please see a summary of our Responsible Investment Committee on page 33 and more detail of oversight in our Responsible Investment Policy here .
Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>The Delancey Risk Register, maintained by the Compliance Team, highlights key corporate and operational risks, impact and likelihood mitigants and residual risk status – including climate risk. All key risks/material adjustments to identified risks are presented to the Delancey Governance Board accordingly.</p> <p>The Responsible Investment Committee is responsible for overseeing ESG-related training needs and how to best build internal capabilities, which includes the management of climate-related risks and opportunities.</p> <p>The Investment team is responsible for implementing the pre-investment climate assessments, while the asset management and development teams are responsible for implementing the management action plans and development briefs post investment. Each of the teams receive support and oversight from the Delancey Responsible Investment team.</p>
Strategy	
Describe the climate-related risk and opportunities the organisation has identified over the short, medium, and long term.	<p>Delancey has identified key climate related risks and opportunities that may have an impact on the organisation and the funds it manages on behalf of its clients over time. These are outlined below. As a UK-focused investment adviser and manager, we are primarily exposed to physical climate risks in the UK, but equally, due to the global nature of supply chain, extreme weather events elsewhere can cause disruptions that impact our projects. Local, national, European, and global regulatory changes also have an impact on our business and client Funds.</p> <p>The distinction between short, medium, and long term risks and opportunities is additive for our strategy, but given that we are focused on real estate investments and developments we believe that all these risks can be significant irrespective of the time horizon considered. We define the short term as the next 3 years, medium term as 3-5 years, and long term as 5+ years.</p>

Describe the impact of climate-related risks and opportunities on the organisations business strategy, and financial planning.

Short and Medium Term (1 to 5 years)

Risk / Opportunity	Description	Impact	Description of Impact
Regulatory	<ul style="list-style-type: none">– Early obsolescence of assets exposed to stranding risk because they will not meet immediate and/or future regulatory efficiency standards (e.g., Minimum Energy Efficiency Standards “MEES”).– Enhanced reporting obligations (operational emissions, embodied carbon, EU taxonomy alignment etc.).	Moderate	<ul style="list-style-type: none">– Significant or Moderate increase in CAPEX.– Risk of asset devaluation and impact on liquidity.– Greater demand on internal resources and need for external advisers resulting in higher costs to comply with climate / sustainability regulation.
Market Risk / Opportunities	<ul style="list-style-type: none">– Assets with poor environmental credentials not meeting stakeholder expectations.– Rising energy costs impacting inefficient assets.– Increased cost of carbon.– Market preferences moving away from new development towards circularity, retrofit and repurposing.	Significant	<ul style="list-style-type: none">– Significant or Moderate increase CAPEX.– Risk of asset devaluation and impact on liquidity.– Reduction in demand for inefficient assets.– Opportunity to capitalise on demand by delivering efficient assets and delivering innovative interventions.
Reputation	<ul style="list-style-type: none">– Increased stakeholder concern and negative feedback in case of practices not meeting expectations.	Moderate	<ul style="list-style-type: none">– Investor disinterest in corporate offer.– Laggard perception.– Reduction in capital availability.
Technology	<ul style="list-style-type: none">– New technologies and software present opportunities to streamline interventions (e.g., data collection, physical climate risk assessments, reporting, energy monitoring, building management systems).– Risk of proven technology. Costs to transition to lower emission technologies.	Moderate	<ul style="list-style-type: none">– Efficiencies freeing up internal resource.– Better client servicing.– Increased expenditure on new technologies needed to manage transition risk.– Costs of substitution of existing products and services with lower emissions options.
Physical Climate Risk	<ul style="list-style-type: none">– In the short and medium term, extreme weather events can cause disruptions to suppliers on our development projects.– Extreme weather events causing damage to buildings and their operations.	Moderate	<ul style="list-style-type: none">– Reduced availability of international products and materials, delayed project delivery times.– Damage to assets, requiring increased CAPEX and OPEX.– Disruptions to asset operability.

<p>Describe the impact of climate-related risks and opportunities on the organisations business strategy, and financial planning.</p>	Long Term (5+ years)			
	Risk / Opportunity	Description	Impact	Description of Impact
	Physical Climate Risk	Albeit already evident through increased occurrence of extreme weather events, the extent and impact of physical climate risk exposure becomes more severe over time.	Moderate	<ul style="list-style-type: none"> – Damage to assets, requiring increased CAPEX and OPEX. – Disruptions to asset operability impacting activities and profits of occupiers, thereby affecting asset income streams. – Assets in high risk areas devaluing and becoming more illiquid. – Negative impact on investor views of our preparedness to assess and capacity to forecast and respond to climate threats.
	At a more granular level, this includes:			
	Flood - Surface Water	Surface water flooding happens when the amount of water produced by heavy rain cannot be absorbed by the ground or drain away. Factors such as location specificities and topography may affect the asset risk profile; flash flooding can happen anywhere, including in elevated areas and away from rivers or other waterbodies. However factors such as low-lying areas and characteristics such as sealed surfaces (i.e. concrete) may increase the severity of the event.	Moderate	<ul style="list-style-type: none"> – Significant or moderate property damage and critical equipment (major replacement work). – Insurability. – Important business interruption (building function and surroundings e.g., accessibility). – Significant or Moderate increased CAPEX (maybe insured). – Moderate increased OPEX. – Loss of asset liquidity.
	Flooding - Rivers and the Sea	Resulting from sea level rises and extreme weather events.	Limited	<ul style="list-style-type: none"> – Generally, very low risk determined and therefore OPEX demand negligible. In isolated instance of high risk determined, further investigation at asset level to mitigate significant property damage and critical equipment (major replacement work). – Insurability and business interruption (building function & surroundings e.g., accessibility).
	Water Stress	Baseline water stress represents the competition for water resources and measures the ratio of total water withdrawals to available renewable surface and groundwater supplies.	Moderate	<ul style="list-style-type: none"> – Significant impact on users. – Business interruptions. – Moderate increased OPEX. – Loss of asset liquidity.
	Temperature Rise	Cooling Degree Days is the metric used on this assessment as the purpose of the work is eventually to get an understanding of the financial implications from the risks.	Moderate	<ul style="list-style-type: none"> – Impact on users. – Unplanned cooling needs. – Business indirect interruptions e.g., energy supply. Potential loss of rental income. – Moderate increased OPEX. – Increased CAPEX.
	Wildfire	Wildfire risk modelling is based on the delta method which evaluates location-based changes of wildfire conditions (i.e. average temperature, rainfall, vapour pressure, relative humidity and windspeed).	Limited	<ul style="list-style-type: none"> – Less relevant in urban locations. Minor - indirect - impact on users or operations disruptions e.g., smoke.

Describe the impact of climate-related risks and opportunities on the organisations business strategy, and financial planning.	<p>The Delancey Risk Register features asset devaluation from physical and transition risks as our two principal risks.</p> <p>Mitigation of Physical Risks:</p> <ul style="list-style-type: none">– Undertake high level physical climate risk assessments pre-investment and follow up with detailed assessments.– Provide guidelines / training to employees to ensure everyone has the right skills to implement the necessary assessments/oversight into their roles.– Implement physical climate risk mitigation initiatives where risk exposure exists.– As strategy and risk management are updated over time, ensure that the firm and funds’ climate targets reflect the overall climate ambition and risk exposure.– Align to TCFD recommendations. <p>Mitigation of Transition Risks:</p> <ul style="list-style-type: none">– Undertake CRREM analysis on all AUM to determine stranding risk & embed insight into investment decisions.– Ensure compliance with MEES Regulations.– Provide guidelines / training to employees to ensure everyone has the right skills to implement the necessary assessments/oversight into their roles.– Develop Net Zero Action Plans for all AUM.– Set carbon emission reduction targets.– Implement said Net Zero Action Plans.– As strategy and risk management are updated over time, ensure that the firm and funds’ climate targets reflect the overall climate ambition and risk exposure.– Align to TCFD recommendations.– Review of risks at Risk Committee but also in Business plans, pre-investment RI process, quarterly asset reviews and RIC.
Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including 2 degree or lower scenario.	<p>We commit to achieve net zero emissions by 2050 or sooner in alignment with efforts to limit warming to 1.5°C. Further we are targeting the Intergovernmental Panel on Climate Change (IPCC) requirement of a 50% reduction in emissions by 2030 for our equity investments.</p> <p>Our strategy is evolving. Of the risks identified in the initial Climate-Related Exposure Analysis (which adopted a worst-case scenario of RCP 8.5*), none were likely to have a substantial impact on the viability of the assets under our management, although in time the cost profile will increase. That is the same for the CRREM analysis with costs likely to be more imminent. The risk analysis needs to mature to consider other scenarios and in particular we plan to incorporate financial analysis and planning into our strategy. Incorporating climate-related risks and opportunities into financial planning processes will likely be an iterative process over time. We will examine existing Delancey and fund level investment strategies and incorporate long term risks and trends as identified in the risk exercise affecting portfolios including material climate-related risks and opportunities for investments.</p> <p>[*an expected average global temperature rise of 1.4 to 2.6 degrees Celsius by 2065 and a range around +3.0°C temperature rise by the end of the century]</p>

Risk Management	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	<p>The Investment acquisition process is the first opportunity to assess climate-related risks and opportunities. Identifying and evaluating risks and implications starts with the underwriting and due diligence process. We have a rigorous procedure in place for our acquisitions where, amongst other considerations, climate-related risks and their implications are considered and analysed at each stage as the acquisition advances. These are then reported at Investment Committee for consideration.</p> <p>Once assets are acquired, any project specific climate-related considerations are integrated into all business plans. Thereafter post-acquisition a sustainability action plan, or if a development, our sustainable development brief, includes a range of climate-related risks and opportunities for assessment and incorporation into the plan/project (physical hazards, carbon and energy management, etc.) will detail and monitor any identified issues and workstreams to manage risks. A procedure or strategy will be determined for how that risk should be managed once it is identified and assessed Action plan summaries and development goals are included in annual business plans, and these are reviewed quarterly to ensure the strategy is ultimately delivered. The RI team collaborate and support all investment, asset management and development colleagues in the process. This approach is applicable to both our equity mandates and our debt mandates (where possible), and new business creation.</p> <p>For existing longer term held assets, climate-related exposure analysis has been undertaken. The hazard exposure assessments are based on different sources of publicly available climate data. These data sources each have their own underlying models which combine timeframes and climate scenarios differently and provide non-standardised outputs. Our initial in-house UK focused scenario analysis started by using RCP8.5, representing the “worst case scenario”. The asset risk profiles are based on the hazard specific guidance and the risk exposure outputs vary per hazard so should be assessed in the context and according to the considerations stated.</p>

Metrics and Targets	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>The physical hazards climate-related exposure analysis provides an initial overview and understanding of the Delancey managed assets’ exposure to the UK’s most prevalent and widely considered physical climate hazards (i.e. Flood, Temperature Rise, Water Stress, and Wildfire). The research and analysis is based on open and publicly available climate data sources which have been pulled into the analysis tool.</p> <p>Note: This assessment considers the exposure of the asset location to the physical risk hazards and does not consider the vulnerability of the assets themselves or of the surrounding infrastructure to these hazards.</p> <p>The metrics are (noting more detail on time frames, indicators and limitations can be provided upon request);</p> <p>Flood - Chance of flood each year - based on site elevation and historical data collected by the national meteorological observations across the UK and assesses the long-term flood risk as of today.</p> <p>Temperature Rise - Cooling Degree-days & Change in Exposure: increasing or below baseline maximum - the observed daily data were taken from the HadUK-Grid observational data set (Hollis et al., 2019), supplemented with ERA5 re-analysis.</p> <p>Water Stress - Absolute value for baseline Water Stress - an indicator of competition for water resources, defined informally as the ratio of demand for water by human society divided by available water. (AKA the withdrawals-to-availability ratio or relative water demand).</p> <p>Wildfire - Days per year - wildfire risk modelling is based on the delta method which evaluates location-based changes of wildfire conditions. This method is limited as it evaluates the evolution of wildfire conditions rather than absolute values. More analysis is planned.</p> <p>In addition, transition risk results from MEES and CRREM analysis were included in the climate-related exposure analysis to facilitate the overall information gathered and evaluated and to support the prioritisation process. EPC ratings and stranding year results determining transition risk ratings. The continuing refinement of the data collection and monitoring programme for GHG emissions, energy and water consumption, and waste generation is the foundation to robust energy and carbon reporting utilising energy intensity use and tonnes CO₂ emitted targets.</p>
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions and the related risks.	<p>To date we have concentrated on measuring our exposure to establish a baseline and improving emissions data coverage for our assets under management and our corporate footprint. We have measured and reported the Scope 1, 2, and 3 emissions associated with the assets under management. This is an improvement from 2023, when we only disclosed scope 1 and 2 emissions. In this report, we provide Scope 1, 2 and 3 information for 2024. Please refer to the ESG Fund Performance section and the Performance Table in the Appendix on page 39.</p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p>Please refer to our Climate Commitment section on page 6 for our targets and progress against these in the Corporate Environmental Footprint section as well as the Performance Table in the Appendix on page 39.</p> <p>Work continues to progress on our decarbonisation and climate risk strategy for our corporate activities and our client Funds. The current priority is to use our influence to reduce GHG emissions across our business activities and assets under management. We are implementing this aligned with the key priorities in the energy hierarchy. Other in sight goals and targets across funds are improving EPC ratings, green building performance certificate adoption, reducing energy and water consumption, improved waste management.</p>

GRI Index

Delancey has reported the information cited in this GRI content index for the period 1 January - 31 December 2024 with reference to the GRI Standards, using the GRI 1: Foundation 2021 framework.

GRI Standard	Disclosure	Location	Section
GRI 2: General Disclosures 2021	2-1 Organisational details	Page 2	About Delancey
	2-2 Entities included in the organisation's sustainability reporting	Page 2	About this Report
	2-3 Reporting period, frequency, and contact point	Page 2	About this Report
	2-4 Restatements of information	No restatements of information	
	2-5 External assurance	Not available	
	2-6 Activities, value chain and other business relationships	Page 2	About Delancey
	2-7 Employees	Page 2 Page 22	About Delancey Our People
	2-9 Governance structure and composition	Page 29-33	Governance
	2-11 Chair of the highest governance body	Page 31	Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 30-33	Governance
	2-13 Delegation of responsibility for managing impacts	Page 30-33	Governance
	2-14 Role of the highest governance body in sustainability reporting	Page 30-33	Governance
	2-15 Conflicts of interest	Page 30-34	Governance
	2-16 Communication of critical concerns	Page 30-34	Governance

GRI Standard	Disclosure	Location	Section
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Not mentioned in report, however, our Remuneration Policy sets our financial and nonfinancial performance objectives that are aligned with our overall strategy. We pay staff total compensation, comprised of fixed remuneration (base salary, pension etc.) and variable remuneration (including discretionary bonus). We assess objectives to ensure that remuneration is properly linked to individual, team and company performance. The remuneration policy supports, among other factors, a focus on careful management of risks, which includes financial, operational, reputational, and ESG-related risks. This focus helps ensure that staff are not encouraged via remuneration to take excessive risks, and that they consider material risks for Delancey and its clients.	
	2-22 Statement on sustainable development strategy	Page 2 Responsible Investment Policy	Letter from our CEO
	2-23 Policy commitments	Page 5 Responsible Investment Policy	Our 3D Focus
	2-24 Embedding policy commitments	Page 10-12 Page 20-28	Responsible Investment Performance Corporate Sustainability
	2-26 Mechanisms for seeking advice and raising concerns	Page 30-34	Governance
	2-27 Compliance with laws and regulations	Page 30-34	Governance
	2-28 Membership associations	Page 8	Participation and Support
	2-29 Approach to stakeholder engagement	Page 8, 22-28 Responsible Investment Policy	Participation and Support, Our People
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 6 Responsible Investment Policy	Our Approach to Sustainability (2023 Sustainability Report)
	3-2 List of material topics	Page 6 Responsible Investment Policy	Our Approach to Sustainability (2023 Sustainability Report)
	3-3 Management of material topics	Page 6 Responsible Investment Policy	Our Approach to Sustainability (2023 Sustainability Report)

GRI Standard	Disclosure	Location	Section
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 39	Not reported on for Delancey as a whole, see Fund Performance section for each Fund where this has been collected.
	301-2 Recycled input materials used	Page 16-17	Embodied Carbon
	301-3 Reclaimed products and their packaging materials	Page 16-17	Embodied Carbon
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 39	Performance Tables
	302-2 Energy consumption outside of the organisation	Page 39	Performance Tables
	302-4 Reduction of energy consumption	Page 39	Performance Tables
GRI 303: Water and Effluents 2018	303-5 Water consumption	Page 39	Performance Tables
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 39	Performance Tables
	305-2 Energy indirect (Scope 2) GHG emissions	Page 39	Performance Tables
	305-3 Other indirect (Scope 3) GHG emissions	Page 39	Performance Tables
	305-5 Reduction of GHG emissions	Page 6 Page 39	Climate Commitment Performance Tables
GRI 306: Waste 2020	306-3 Waste generated	Page 39	Performance Tables
	306-4 Waste diverted from disposal	Page 39	Performance Tables
	306-5 Waste directed to disposal	Page 39	Performance Tables

GRI Standard	Disclosure	Location	Section
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 21-23 DEI Statement	Our People
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 34	Governance
	403-2 Hazard identification, risk assessment, and incident investigation	Page 34	Governance
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 34	Governance
	403-5 Worker training on occupational health and safety	Page 34	Governance
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Page 23 DEI Statement	Our People
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 23 DEI Statement	Our People
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 22 DEI Statement	Our People
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 24-28	Community Engagement
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 34	IT and Data Security

Disclaimer

Reference to Delancey in this report broadly includes the group of Delancey advisory entities:

- Delancey Real Estate Investment Management Limited (“DREIM”), which is authorised and regulated by the UK Financial Conduct Authority (“FCA”);
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- DQR Capital Limited (“DQR”), which is an Exempt Reporting Adviser with the SEC and also an Appointed Representative of DREAM.

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