

Our Supply Chain Commitment



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An introduction from our CEO

We value our relationship with our suppliers and want to build long-lasting partnerships.

Our suppliers – anyone who provides goods and services to us – are a vital part of delivering our purpose and achieving our strategic objectives.

From construction to cleaning, we work with suppliers that share our values and help us to achieve the highest standards in our supply chain, whilst achieving wider social, economic and environmental benefits. Our Supply Chain Commitment sets out how we do business, the commitments that we've set ourselves alongside the minimum requirements we expect of all those we work with, ensuring that through the way we buy our goods and services we can deliver value for our business, our communities and our planet.

We understand that, depending on the nature and scale of supply, different aspects of our Supply Chain Commitment will be more relevant to some suppliers than others. This enables us to agree targets with suppliers that are appropriate to their product or service offer.

As a minimum, we will comply with all applicable laws and regulations and expect our suppliers to do the same. This includes the provision of safe working conditions, treating colleagues with dignity and respect, acting ethically and being environmentally responsible. Our Supply Chain Commitment will support positive and proactive conversations between ourselves and our suppliers.

So, when we're agreeing new contracts, reviewing existing contracts or planning a new project together, our Supply Chain Commitment needs to play a part in the conversation.

It will evolve over time to reflect changing standards in society, the environment and the economy. We will continually engage with our suppliers on material changes ensuring we continually improve and remain relevant.

By working and innovating together we can deliver a sustainable future for all.



Mark Allan
Chief Executive

About us

We are one of the leading real estate companies in the UK. We create places that make a lasting positive contribution to our communities and our planet. We bring people together, forming connections with each other and the spaces we create.

With a portfolio of retail, leisure, workspace and residential hubs, we are shaping a better future by leading our industry on environmental and social sustainability while delivering value for our shareholders, great experiences for our guests and positive change for our communities.

 Find out more at landsec.com

Our purpose

Our purpose – Sustainable places. Connecting communities. Realising potential. Three principles to live by, they articulate what we want to achieve, and the benefits and experience we will create for our stakeholders, now and in the future.

Our values

Our values guide us in everything we do. When we understand what we all value together, it guides our actions, informs our strategic decisions and defines our behaviours. Our values drive us to support each other and to come together to create great experiences for people.



Determined

We have the courage to do the right thing for the long term



Inclusive

We're caring, open and progressive



Driven

We strive to be the best



United

We achieve more together

Our philosophy is to develop long-term, mutually beneficial, and trust-based partnerships with a limited number of approved suppliers whose values and cultures are complementary to our own.



Our approach to sustainability

Build Well, Live Well, Act Well enables us to deliver our purpose by focusing on the issues that matter most to our stakeholders and business: tackling climate change, addressing social inequalities, enhancing diversity, creating places where everyone feels they belong and conducting our business activities in the right way for the right reasons.

We want to work with our suppliers to tackle these issues together promoting and maintaining high standards of social, environmental and ethical conduct.

How we will work with our suppliers

The commitments detailed in this document will not be relevant to every procurement, existing contract or category of spend. How we engage with you will depend on the size and nature of your business and how you work with us. So that you can see how we prioritise these commitments against each category of spend, we've created a heat map which you can find on page 19. Those priority areas highlighted in red will be subject to further consideration when we carry out tender exercises or we may just want to explore these further with you.

We are adopting a phased approach to embedding our Supply Chain Commitment ensuring that everyone involved has the opportunity to understand it, adapt to its principles and support both the intent and purpose.



Strategic suppliers: Those suppliers who are critical to the success and growth of our business, will be invited to sign up to our Supply Chain Commitment as soon as possible and through our ongoing communication, we will work with you to promote best practice and ensure compliance with our commitments, requesting data against relevant KPIs appropriate to the products and services you provide.



Existing and renewing suppliers: We are applying a heat map prioritisation to our existing suppliers based on the industry you are in and the relevance of our commitments to the products and services you provide us. You will be invited to sign up to our Supply Chain Commitment in line with this prioritisation.



New suppliers: You will be invited to sign up to our Supply Chain Commitment before commencing work with us through our supplier onboarding process.

Resources available to our suppliers

We are partners of the Supply Chain Sustainability School, a collaboration between clients, contractors and suppliers who have a mutual interest to upskill their supply chain. It offers free, best-in-class training and resources on sustainability issues to help suppliers lead on and embed change:

 www.supplychainschool.co.uk

We encourage all suppliers to be active members of the Supply Chain Sustainability School. On occasion, we will encourage our suppliers and their supply chain to complete modules relevant to the products and services they provide and in certain circumstances we will expect suppliers to complete modules.

Dispute resolution

We aim to resolve any disagreements in a constructive manner. Any disagreements should be flagged with your usual contact at Landsec and escalated through their line manager.

However, if you should have a complaint please contact, in writing:

Alex Peeke

Head of Legal & Property Records

Land Securities Group PLC

100 Victoria Street

London SW1E 5JL

We aim to acknowledge complaints within five working days of receipt and respond to complaints within twenty working days of initial receipt. In exceptional circumstances we may require additional time to investigate the complaint. If this is necessary, we will advise you within the initial twenty day period. We will endeavour to respond to your complaint within thirty working days of its initial receipt.

If both of these options are not suitable or you wish to remain anonymous, you are encouraged to follow our Speak Up policy where we have an independent third-party facility, which can be contacted [online](#) or through a telephone hotline: **0800 0903 653**.



Our guiding principles

To ensure our Supply Chain Commitment is understood by all our colleagues and our suppliers and is embedded within our business and supply chain, we have established some guiding principles against which we will operate and we expect all our suppliers to do the same.

Together with our suppliers we will:

- Operate our business activities with respect to all commitments, complying with all applicable laws and regulations, including relevant industry requirements.
- Provide training and development opportunities to support the delivery of these commitments for all our colleagues.
- Set challenging improvement targets against relevant commitments, measuring, managing and reporting on performance annually, demonstrating continual improvement.
- Reinforce these commitments throughout our business and supply chains.
- Work together to identify and implement alternative, innovative solutions to drive greater environmental, social and financial value.
- Be open, honest and transparent with respect to these commitments, communicating progress, sharing knowledge, best practice and raising awareness of activities that adversely impact the delivery of our commitments.
- Ensure that work will only start alongside commitment to the intent and purpose of these commitments and an approved purchase order (PO) is issued. We follow a 'no PO, no pay' principle.



Our Supply Chain Commitments

In this section, we take you through our commitments and explain what that means for you when you're working with us. Under each commitment we've outlined our ambition into four categories:

- 1 Our commitments:** The commitments and targets we have set ourselves, holding ourselves to account by reporting progress annually.
- 2 Your commitments:** The minimum requirements expected of our suppliers and the things we need all of our suppliers to do. This means that if you're not doing it already, you need to address it when you're working with us and if you're struggling to fulfil these commitments, let us know. You need to demonstrate that all reasonable endeavours are being taken to address the commitment to continue to work with us.
- 3 What we can achieve together:** Ambitions that we'll aim for together through shared actions. We discuss how to deliver these through the procurement process, or as part of our ongoing conversations through service delivery.
- 4 Key Performance Indicators (KPIs) we may ask you to report on:** Where applicable, we may ask certain suppliers to measure, report and continuously improve their performance. These KPIs are applied in a relevant and proportionate way according to the risks and opportunities presented by the size and nature of the purchase and supplier.



Climate Change

To play our part in tackling the climate crisis, we were the first real estate company in the world to set a carbon reduction target approved by the Science-Based Target initiative (SBTi). In order to meet this target and transition our portfolio to net zero, we've established a £135m net zero transition investment plan. Additionally, we are committed to designing and developing all our new schemes to be net zero carbon emissions in construction and development.

Our commitments

We are committed to:

- Transitioning to net zero carbon emissions, aligning our carbon reductions with climate science.
- Reducing emissions from the design and development of our buildings by prioritising retention, smart design, and the use of sustainable materials.
- Decarbonising our activities, sourcing more energy from renewable sources.
- Assessing the risks and opportunities of climate change to our portfolio and development sites, reporting our approach in line with the Task Force on Climate-related Financial Disclosures (TCFD).
- Procuring goods and services in a way that achieves value for money while minimising environmental impact.
- Using sustainability criteria in the assessment and selection of our suppliers and including relevant sustainability requirements into our contracts.

Your commitments

- Set ambitious targets to reduce your carbon footprint, aligning with climate science.
- Procure renewable energy or explain the reason for not doing so.
- Deliver goods and services with the lowest whole-life carbon, where practicable, considering embodied carbon, operational carbon, and end of life carbon.
- Work with us to provide sustainable and low-carbon alternatives, where practicable.
- Consider the impact of climate change on goods and services provided. Where possible make adaptations to ensure resilience against the physical impact of climate change.

What we can achieve together

- Support the transition to net zero and a low carbon economy.
- Support suppliers to understand their carbon footprint, encourage net zero commitments and science-based targets and plans for reducing carbon emissions.
- Embed a risk management process for climate resilience.

Key Performance Indicators

We may ask you to report:

- Total greenhouse gas emissions in CO₂e (tonnes of carbon dioxide equivalent) and breakdown of your scope 1, scope 2 and scope 3 emissions.
- Environmental Product Declarations (EPDs) for certain construction materials.





Click here for
Environment
and Energy Policy

Environment

Our Environment and Energy Policy details our commitment to designing, developing and managing our buildings in order to tackle climate change and enhance the health of the environment, complying with all relevant environmental and energy legislation in every aspect of our company and striving to meet best practice. Our decision-making seeks to prevent pollution, reduce carbon emissions and all other environmental impacts.

Our commitments

We are committed to:

- Enhancing nature and green spaces and using water efficiently.
- Promoting resource efficiency and supporting a circular economy approach, sending zero waste to landfill and achieving at least 75% annual recycling rate across our portfolio and development sites.
- Sourcing core construction materials from ethical and sustainable sources, ensuring all materials used on site have relevant certifications including an Environmental Product Declaration (EPD) where available.
- Managing our activities to minimise the risk of pollution and contamination, operating an ISO 14001 and 50001 accredited Energy and Environmental Management System (EnEMS) throughout our business activities.

Your commitments

- Manage your activities to minimise the risk of pollution and contamination and support the enhancement of biodiversity, where practicable.
- Advise and suggest opportunities where we can improve our own energy and environmental management practices.
- Maintain a documented process for identifying and managing your significant environmental aspects and impacts. For categories with high environmental impact, if possible demonstrate certification to a common standard, such as ISO 14001 and ISO 50001.
- Send zero waste to landfill or have a plan in place to reach zero.
- Operate and maintain our facilities with responsible sourcing, resource efficiency and circular economy principles in mind, following the principles within the waste hierarchy of preparing for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).
- Suppliers supporting our developments to act in accordance with the **Biodiversity Brief** and the **Materials Brief**, unless in consultation with us.
- Design, construct, refurbish and maintain infrastructure and assets using circular economy, whole-life and reuse principles, designing for reuse and retention.

Turn over
for more detail





Environment

What we can achieve together

- Leave biodiversity in a measurably better condition across our portfolio and development sites, exceeding minimum standards for biodiversity net gain.
- Improve health, wellbeing and engagement with nature through the creation of well-designed and maintained green space.
- Reduce waste produced at source, working to integrate resource efficiency and circular economy principles into all functions and supporting suppliers to take responsibility for leading on this.
- Support suppliers to develop their own EMS and EnMS, achieving certification to a common standard where appropriate, such as ISO 14001 and ISO 50001.

Key Performance Indicators

We may ask you to report:

- Relevant information to support the measurement of biodiversity net gain.
- Total materials and goods supplied with reused or recycled content.
- Total materials and goods responsibly sourced and appropriate certificates.
- Total waste generated and breakdown of waste treatment.
- Reporting of any pollution incidents, their root cause, actions taken to address them and time frames in which this will be completed.

Our decision-making seeks to prevent pollution, reduce carbon emissions and all other environmental impacts.





[Click here for Health and Safety and Health and Wellbeing policies](#)

Health, safety and security

Our Health and Safety and Health and Wellbeing policies detail how we are committed to managing occupational health, safety and security throughout all of our operations. They provide the foundation for our certification to the health and safety standard ISO 45001.

Our commitments

We are committed to:

- Maintaining an exceptional standard of health, safety and security across our portfolio and development sites, complying with all statutory requirements.
- Ensuring that our staff are appropriately trained with the skills and knowledge required to deliver the required health, safety and security outcomes.
- Promoting a culture where our employees have good health and wellbeing and are supported with training and development opportunities to be the best they can be.
- Ensuring our buildings are designed and managed to maximise wellbeing and productivity.

Your commitments

- Manage your activities to comply with all mandatory safety standards.
- Manage and continually improve your safety management system, ensuring suitable, sufficient and effective health, safety and security provisions are in place, including policies, documentation and training.
- Promote a culture where your employees have good health and wellbeing and are supported with training and development opportunities to be the best they can be.

What we can achieve together

- Support suppliers to achieve certification to a common standard where appropriate, such as ISO 45001 or a Safety Schemes in Procurement (SSIP).
- Give due consideration to the health and wellbeing of our customers who occupy our spaces.
- Proactively ensure that all people occupying and working on our spaces are free from the risk of significant harm.
- Deliver data-led and risk-prioritised improvement actions.
- Encourage employees to understand the importance of good health and wellbeing, pro-actively encouraging conversations and providing access to training.

Key Performance Indicators

We may ask you to report:

- The number and nature of serious incidents.
- Health, safety and security compliance status or scores.
- Health, safety and security audit or inspection activity or results.
- Certification status, for example ISO 45001.
- Enforcement action history, for example improvement notices from Health and Safety Executive (HSE) or Environmental Health Officer (EHO).





[Click here for
Employee Code
of Conduct guides](#)

Business ethics

Our Employee Code of Conduct guides all our colleagues on how to do the right thing and behave in the right way, complying with all applicable laws and regulations, including relevant industry requirements. Our Employee Code of Conduct highlights key policies to ensure we act ethically and with integrity. We have also created a number of [procedures and policies](#) to make sure we act responsibly in everything we do.

Our commitments

We are committed to:

- Maintaining the highest ethical standards and abiding by our core ethics principles for anti-bribery and corruption, facilitation of tax evasion, money laundering, gifts and hospitality and sanctions compliance.
- Paying suppliers on time to payment terms, remaining a signatory to the Construction Supply Chain Payment Charter and the Prompt Payment Code.

Your commitments

- Maintain the highest ethical standards and abide by our core ethics principles for anti-bribery and corruption, facilitation of tax evasion, money laundering, gifts and hospitality and sanctions compliance throughout all procurement and operations processes.
- Promote ethical behaviour among your employees, providing staff with the confidence to report malpractice, making sure that they are aware of Landsec's Speak Up policy.
- Pay your own suppliers on time to payment terms, ensuring that you have a system for dealing with supplier complaints and disputes.

What we can achieve together

- Aspire for everyone working on our behalf, across our portfolio and development sites, to be paid at least the **Real Living Wage**.
- Support critical and strategic suppliers to become signatories to the Prompt Payment Code.

Key Performance Indicators

We may ask you to report:

- % employees paid the Real Living Wage.
- % payments made to agreed payment terms.





Human rights

Our Human Rights policy details our commitment to respect the human rights of all those who work for and on behalf of Landsec. We align our principles to those described in the United Nations Universal Declaration of Human Rights (UNUDHR) and the International Labour Organisation's (ILO) fundamental Conventions on labour rights. We have zero tolerance for modern slavery in all its forms of slavery and servitude, including forced or compulsory labour and human trafficking.

Our commitments

We are committed to:

- Respecting and upholding the highest standards of human and labour rights, ensuring that everyone working on our behalf, in an environment we control, is working voluntarily, safely and fairly.
- Ensuring that there are equal opportunities and pay, safe working conditions and working hours, protection from discrimination, no forced or child labour, no harassment, and no bribery or corruption.
- Respecting freedom of association and the right to collective bargaining.
- Excluding zero-hours contracts unless requested by the employee.
- Preventing modern slavery in all of its forms in our business and our supply chain.
- Assessing the risk of modern slavery in our supply chain and through our supplier relationships gaining insight into our suppliers' labour and human rights adherence and company policies.

Your commitments

- Meet all of the commitments that we have set ourselves.

What we can achieve together

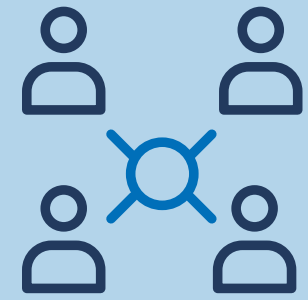
- Uphold the highest standards of human rights and labour standards as detailed in the United Nations Universal Declaration of Human Rights (UNUDHR) and the International Labour Organisation's (ILO) fundamental Conventions on labour rights across our full supply chain.

Key Performance Indicators

We may ask you to report:

- % employees trained in modern slavery due diligence.
- % employees on zero-hours contracts.





Diversity and inclusion

Our Equal Opportunities policy sets out our commitment to be a responsible and responsive employer, ensuring that all colleagues working for or on behalf of Landsec are treated fairly, irrespective of skills, education, experience, background, age, working style, religion or belief, sexual orientation, race, gender and any other individual characteristic that makes us all unique. We appoint, train, develop and promote our people based on merit and ability alone. We do not tolerate discrimination of any form and any serious breaches to our policy could result in dismissal. We encourage colleagues to speak up should they see or hear anything that does not create a diverse and inclusive workplace.

Our commitments

We are committed to:

- Making measurable improvements to the diversity of our workforce.
- Ensuring all developments and assets are accessible.
- Preventing bullying, harassment or unlawful discrimination of any kind.
- Seeking diverse suppliers that bring innovation and disruptive technologies and those that positively impact local communities and the environment.
- Actively looking to work with all types of business, including those owned or led by under-represented groups including, but not limited to, women, black and minority ethnic and people with disabilities.

Your commitments

- Encourage diversity and promote an inclusive workplace which respects and observes the individual human rights of all your employees.
- Prevent harassment or discrimination towards employees, including all forms of physical, verbal or psychological abuse.

What we can achieve together

- Aspire for inclusive workplaces where diversity is valued.
- Pro-actively incorporate diversity and inclusion within both supplier selection and recruitment processes, promoting a diverse supply chain.
- Provide accredited training and professional qualifications for employees, appropriate to their roles.

Key Performance Indicators

We may ask you to report:

- Workforce diversity statistics.
- % employees trained in diversity and inclusion.
- % workforce in apprenticeships.
- % workforce that are trainees.
- Workforce satisfaction.



Community

We are committed to creating opportunities and inclusive places that help to change lives, supporting communities to thrive by enhancing social mobility across our industry, empowering 30,000 people towards the world of work by 2030 (from a 2019/20 baseline), and creating £200m of social value in our local communities.

Our commitments

We are committed to:

- Encouraging, facilitating and reporting on community initiatives within the communities we serve.
- Enhancing social mobility across the real estate industry through employability programmes and educational programmes, delivering social value in the areas we work.

Your commitments

- Support us to deliver social value in the communities we operate.
- Where appropriate, encourage, facilitate, and report on community initiatives with the local communities in which you operate and any other communities that you choose to support, to generate the most value for those communities.

What we can achieve together

- Engage and support those in education, for example by providing work experience or career days.
- Encourage, measure and continuously improve levels of local employment, local procurement and local work experience, where local is defined as within the borough of project delivery.
- Support initiatives to attract workers from disadvantaged circumstances, such as long-term unemployed, disabled, ex-offenders, veterans or those impacted by COVID-19.
- Encourage employees to understand the importance of community interaction and social value, pro-actively encouraging conversations and providing access to training.

Key Performance Indicators

We may ask you to report:

- % spend with small and medium enterprises (SMEs).
- % spend with local suppliers.
- % local employees.
- Social value generated.
- Number of initiatives that have involved or benefited the local community.
- No of people empowered towards the world of work.





Information Security and Data Privacy

We expect the highest standards of information, cyber and data security, regardless of whether information is ours, our customers, or people outside our business. Everyone has a shared responsibility to keep our information and our customers' information safe, and all IT systems which process digital information secure. We respect the privacy of individuals and process data in a way which reflects that. When we process personal data (including sensitive or special category personal data), we ensure that we comply with all applicable laws and the instructions of our customers. Such processing includes the collection, storage, use, retention, transfer and deletion of personal data.

Our commitments

We are committed to:

- Protecting, maintaining, and safeguarding our assets, infrastructure, equipment and information, ensuring that basic cyber protection is achieved through certification such as Cyber Essentials.
- Ensuring that data governance is carried out accurately, responsibly, confidentially and legally.
- Compliance with UK General Data Protection Regulation (GDPR).
- Ensuring appropriate resilience measures are in place to assess and mitigate operational, financial and reputational risks across our portfolio, development sites and business assets.
- Maintain an appropriate corporate governance framework, including managing risk and maintaining auditory compliance and business continuity resilience plans, where applicable.

Your commitments

- We expect our suppliers to meet all of the same commitments that we have.

What we can achieve together

- Support critical and strategic suppliers to achieve cyber security accreditation where appropriate, such as ISO 27001.
- Ensure the highest level of data governance, making sure that adequate controls are in place to gather, handle, use, store, transfer and delete personal data and information.
- Utilise digital technologies to deliver operational efficiencies and innovation.

Key Performance Indicators

We may ask you to report:

- % employees trained in cyber security, privacy and resilience.
- Evidence of your cyber security, privacy and resilience management plans or policies.



Heat map prioritising categories of spend against our Supply Chain Commitment

Our heat map prioritises our eight commitments against our categories of spend. To determine the relevance of each commitment to the category, the scale and magnitude of the risk and the scope there is to improve have been considered.

Turn over
for our heat map



Red indicates a higher risk and is therefore a priority for rollout of our Supply Chain Commitment and ongoing collaboration.



Amber indicates a risk, but not as significant as red, and therefore will have a lower priority for rollout and ongoing collaboration.



Green indicates minimal risk and will therefore have the lowest priority for rollout and ongoing collaboration.

Our Supply Chain Commitment: Heat map



Category of Spend	Climate Change	Environment	Health, Safety and Security	Business Ethics	Human Rights	Diversity and Inclusion	Community	Information Security and Data Privacy
Construction	Red	Red	Red	Red	Red	Red	Red	Green
Site Services	Red	Red	Red	Red	Red	Yellow	Yellow	Green
Project and Temporary Labour	Green	Green	Red	Red	Red	Red	Yellow	Green
Utilities	Red	Red	Red	Yellow	Yellow	Yellow	Green	Green
Travel, Meetings and Events	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green
Human Resources	Green	Green	Yellow	Yellow	Yellow	Red	Green	Green
IT and Telecoms	Yellow	Yellow	Green	Green	Yellow	Green	Green	Red
Finance and Treasury	Green	Green	Green	Yellow	Green	Yellow	Green	Yellow
Office Supplies	Yellow	Yellow	Green	Green	Green	Green	Green	Green
Insurance	Green	Green	Green	Green	Green	Yellow	Green	Yellow
Marketing	Green	Green	Green	Green	Green	Yellow	Green	Green
Professional Services	Green	Green	Green	Green	Green	Yellow	Green	Green



