

# OUR PEOPLE

Our HR strategy, which is fundamental to the Group achieving its strategic objectives, aims to attract, support, retain and develop talented employees.

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116

Number of employees

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90%

Employee retention rate for 2015

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239

Volunteering hours

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£53,500

Training spend for 2015



“The working environment is progressive and challenging which keeps working life interesting and engaging.”





**KATY LEVINE**  
HEAD OF HUMAN RESOURCES

**Employee engagement**

Our employees are a key component of our business. In order to understand their views we conducted our first employee survey in 2015. 100% of respondents agreed they were 'proud to work for Derwent London' and that 'it is a great place to work'. 96% of respondents felt 'satisfied with their job' and 81% saw 'their long-term career' with the Company. The most suggested improvement was to the office facilities and the Board believe this will be delivered by the current office refurbishment. A steering group is being created to address other suggested changes, which include more flexible working and better inter-departmental communication.

The positive responses demonstrate that we have a highly committed, loyal and engaged workforce, and explain why the staff retention rate is very high at 90%.

**Our culture**

'Professional,' 'Progressive' and 'Passionate' were the top three words used by our employees to describe Derwent London's culture, followed by 'Creative' and 'Focused.' These, together with integrity, a consultative leadership style and commerciality, are key to the Group's performance and define what we stand for and how we behave with our stakeholders.

We believe we have a duty to take appropriate measures to identify and remedy any malpractice either within the Group or elsewhere that affects us. We also expect all employees to maintain high standards of behaviour, as set out in our Employee Handbook and Company policies, which are updated regularly. We also encourage our staff to report any wrongdoing that falls short of those standards. Our Whistleblowing Policy enables them to do this and ensures their concerns are investigated and appropriate action is taken. To date, no calls (internally or externally) have been made to the helpline.

As we continue to grow, we adapt to changing conditions and focus on retaining our culture and open door policy.

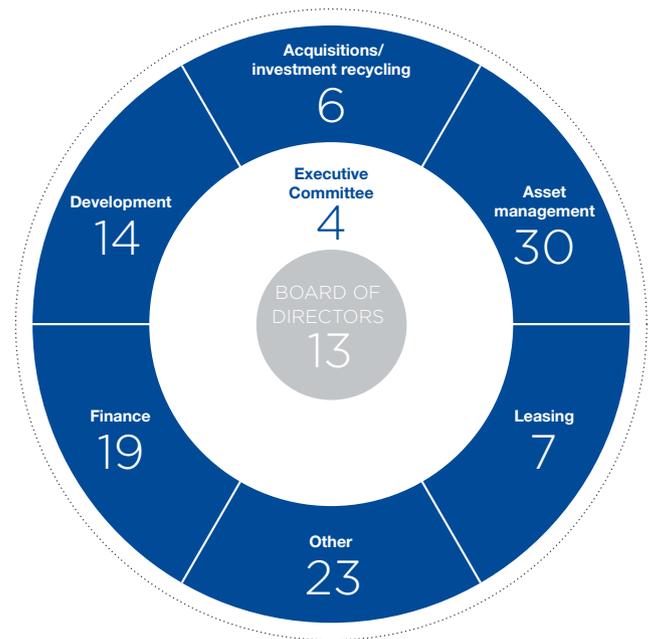
**Our structure**

We have five core teams that are supported by a number of other departments. We operate with a flat organisational structure which allows and encourages collaboration. In order to deliver our strategy, we recognise individual strengths and work flexibly, which gives us the ability to handle complex challenges, make quick decisions and deliver effectively.

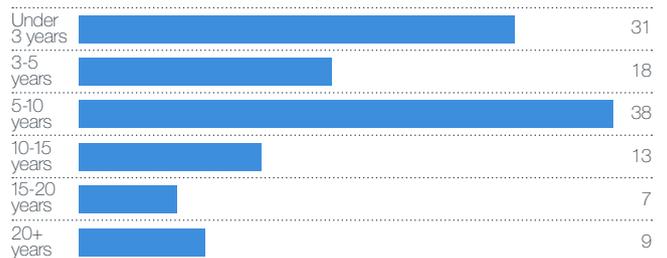
Our organisational structure is reviewed on a regular basis. When opportunities arise, we look to fill any management positions by internal promotions wherever possible. Not only does this enable us to retain our most valued and talented employees, it also strengthens the levels of management below the Board.

The fact that 25% of employees have more than ten years' service is testament to our high staff retention and ensures that we have continuity. This is balanced by the growth in the business which has seen 42% of our employees recruited in the last five years, bringing with them new ideas, skills and experience.

**Organisational structure**

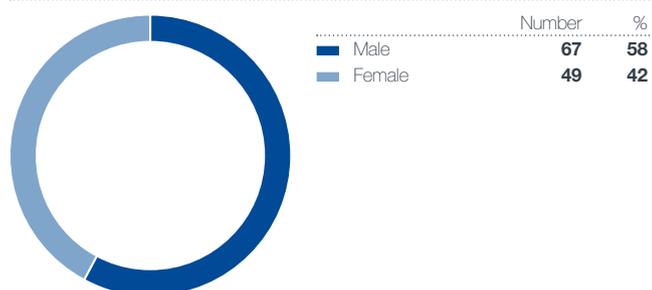


**Length of service**

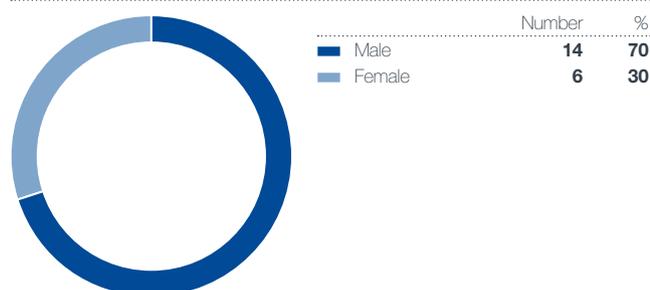


# OUR PEOPLE CONTINUED

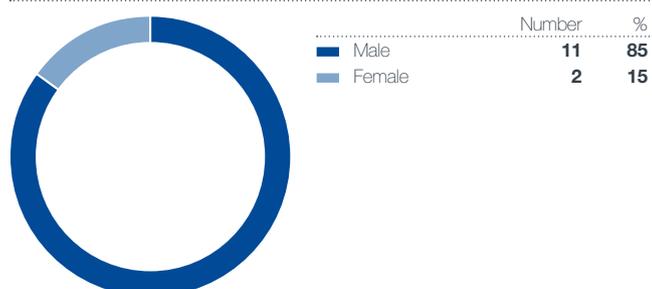
## All employees



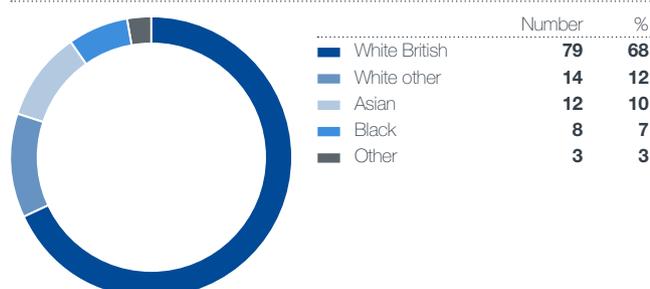
## Senior management (excluding Directors)



## Board



## Ethnic origin split



### Equal opportunities and diversity

We are an inclusive employer, which encourages creativity and provides a balanced environment for all our employees. The Group has a strong commitment to ensuring equality and diversity in all its forms and we support the Core Conventions of the International Labour Organisation. We give full and fair consideration to all employment applicants and our policies, practices and procedures for recruitment, training, reward and career progression are based purely on merit.

For these reasons, we have had no discrimination claims to date and have a relatively balanced workforce of 58% male and 42% female, while within our senior management team 30% are female. In addition 80% of our employees classify themselves as white and 20% as non-white.

We are also committed to diversity at Board level. This year we appointed two new non-executive Directors, Cilla Snowball and Claudia Arney, who bring a wealth of experience to the Board.

During the year, we signed up to the Property Week Diversity Charter and pledged our commitment to adopt and continually improve against the six principles of the Inclusive Employer Quality Mark launched by RICS (see opposite). During 2016 we will be updating our website to highlight our approach to equal opportunities and diversity.

### Training and development

We recognise the importance of career development and progression to our employees and how these can support our succession plans which are fundamental to the future growth and stability of the business. We hold six-monthly reviews and regular open discussions to highlight any training requirements, future objectives and aspirations. All appraising managers have received training on coaching skills which ensures a consistent approach.

We continued to offer a range of other internal and external personal development opportunities. For example, we ran two induction programmes for our new joiners, two Building Manager conferences and four internal technical workshops with the aim of sharing knowledge across the business. In addition, we invested £53,500 in staff training, professional qualifications and 1-1 coaching.

In 2015, our department heads received 360-degree feedback which identified areas for personal development. A 'Managing Upwards' training session was held for those in non-management positions, with the aim of enabling them to communicate with management confidently so as to reinforce our consultative leadership style.

### Community and volunteering

During the year we continued to provide support to charitable organisations, both financially and through mentoring programmes, a careers workshop, apprenticeships, and through our internal volunteering programme. This encourages every employee to take one day per year to work with a charity they feel passionate about, or be involved with an initiative arising from our Community Investment Fund. During the year 36% of employees participated, spending a total of 239 hours volunteering across a range of projects.

Last year our first apprentice, Maruf Miah, won the 'Outstanding Achievement by an Apprentice' at the City Gateway awards. Since then Maruf has been offered a permanent position with us in the role of Building Manager and we also have a second apprentice at our Stephen Street building.

Please refer to our Sustainability Report 2015 to read our interview with Maruf and for more information on our community initiatives.

### Reward and recognition

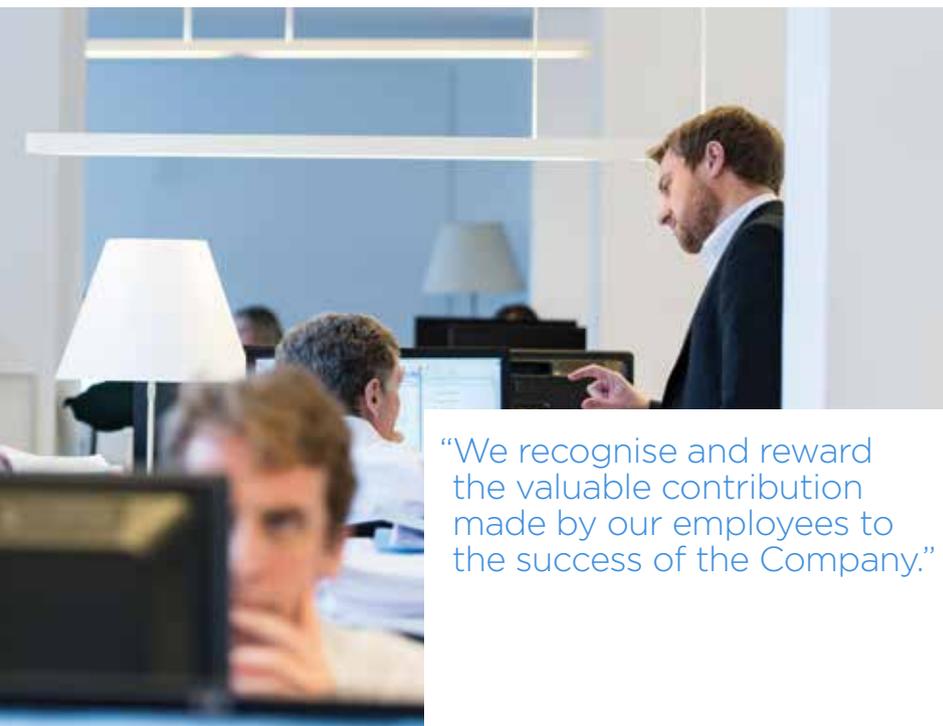
To achieve our strategic objectives we need to attract, nurture and retain our talent. Our approach is to reward people based on individual performance and their contribution to the performance of the Group. Annual salary increases and bonuses are linked to an overall performance rating which is allocated through our appraisal system. We were pleased to note that 86% of the survey respondents agree that their 'effort is recognised and appreciated'.

The success of our efforts has again been recognised externally through Management Today's peer assessed annual awards where we came third overall in Britain's Most Admired Companies (up from ninth place in 2014) and, for the sixth successive year, placed first in the property sector.

In order to continue to be seen as an Employer of Choice and maintain our high level of employee retention, we aim to provide market competitive remuneration and a comprehensive benefit package. This includes a non-contributory pension scheme, share options, discretionary bonus scheme, maternity and paternity provision, life insurance cover, private healthcare, a healthcare plan, season ticket loan and access to salary sacrifice schemes which include childcare vouchers and a cycle to work scheme.

The six principles of the RICS' Inclusive Employer Quality Mark:

- **Leadership and vision** – demonstrable commitment at the highest level to increasing the diversity of the workforce;
- **Recruitment** – engage and attract new people to the industry from under-represented groups; best practice recruitment methods;
- **Staff development** – training and promotion policies that offer equal access to career progression to all members of the workforce;
- **Staff retention** – flexible working arrangements and adaptive working practices that provide opportunities for all to perform at their highest levels;
- **Staff engagement** – an inclusive culture where all staff engage with developing, delivering, monitoring and assessing the diversity and inclusivity policies;
- **Continuous improvement** – continually refreshing and renewing the firm's commitment to being the best employer; and sharing and learning from best practice across the industry.



“We recognise and reward the valuable contribution made by our employees to the success of the Company.”

