

Sustainability Objectives and Targets 2009/10



			Targets also applicable to:						
Objective	Target 2009/2010	KPI	Investors	Employees	Environment & Biodiversity	Tenants	Community	Health & Safety	Suppliers
1. Investors									
1.1 To ensure regular dialogue with shareholders and fund managers.	1.1.1 To meet annually with investors who hold in aggregate more than 50% of the Company's issued share capital.	% of shareholding held by investors met.							
2. Employees									
2.1 To ensure employee personal development through relevant training.	2.1.1 To provide an average of at least one day's training a year per employee.	Number of training days per employee.	✓		✓	✓	✓	✓	
2.2 To raise employee awareness of the importance of sustainability throughout the organisation and how it can assist in achieving our long-term business objectives.	2.2.1 To ensure all employees are aware of the Group's sustainability objectives and targets, annually and how we have achieved against previous year's targets.	Date Sustainability Objectives and Targets 2009/10 sent out to all employees. Date 2008 CR objectives and targets achievement posted up on social area board.	✓		✓	✓	✓	✓	✓

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2. Employees									
2.3	To encourage employee sustainability initiatives	2.3.1 To support at least two employee led charity activities.					✓		
3. Environmental and Biodiversity									
3.1	To monitor and seek to reduce resource consumption.	3.1.1 To ensure 100% of new energy contracts placed are on green energy tariffs, where green tariff rates are available and within 10% of the rate for brown energy and in accordance with our credit terms.	✓	✓		✓			✓
		3.1.2 To ensure low energy light bulbs are used in 90% of light fittings in landlord managed areas.	✓	✓		✓			✓
		3.1.3 To have 20% of tenants in multi-let buildings over a 3 year period starting on 1 April 2008 in a programme of 'targeting and monitoring' energy usage.	✓	✓		✓			
		3.1.4 To ensure appropriate actions are implemented for all buildings where energy audits, EPCs and air conditioning inspections are completed.	✓	✓		✓			✓

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3. Environmental and Biodiversity									
	3.1.5 To reduce CO ₂ emissions by 8% on a normalised basis for common parts on the 2007/08 baseline.	% CO ₂ per m ² reduced from 2007/08 emissions.	✓	✓		✓			✓
	3.1.6 To ensure that all new developments achieve an EPC rating of 'C' and on refurbishments, the existing EPC rating to be improved by a minimum of one grade.	EPC ratings achieved for developments and an increase in EPC rating for refurbishments.	✓	✓		✓			✓
3.1 To monitor and seek to reduce resource consumption.	3.1.7 To require energy and water usage reporting on construction and refurbishment projects over £300,000.	Number of projects over £300,000 with full information.	✓	✓					✓
	3.1.8 Reuse or recycle 70% of waste produced during construction for projects covered by Site Waste Management Plans.	% of recycled waste for projects with Site Waste Management Plans.	✓	✓					✓
	3.1.9 To undertake a water audit on five buildings and implement recommendations, where appropriate.	Number of audits undertaken. Number of action plans implemented against recommendations made, where appropriate.	✓	✓		✓			✓
	3.1.10 To introduce a segregated bin system at Head Office.	Date scheme implemented.		✓					✓

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3. Environmental and Biodiversity									
3.2 To encourage all contractors and consultants to adopt similar environmental policies and standards to the Company.	3.2.1 To have zero enforcement notices for environmental issues.	Number of enforcement notices received.	✓	✓		✓	✓	✓	✓
	3.2.2 To ensure all building and maintenance contractors and consultant appointments include a requirement to comply with the Company's environmental policy.	Appointment letters.	✓	✓					✓
	3.2.3 To encourage building and maintenance contractors and consultants to have an environmental policy.	% of contractors and consultants with policies.	✓	✓					✓
	3.2.4 To undertake an environmental audit of at least one development site so as to compare the environmental performance of contractors against the Company's policies and standards.	Date audit undertaken and compliance checklist completed.	✓	✓					✓
	3.2.5 To undertake a BREEAM audit for all projects over 50,000 sq.ft. with the aim of achieving a minimum scoring of "very good" on refurbishments and "excellent" on new builds.	Number of refurbishments over 50,000 sq. ft. achieving required rating. Number of new builds over 50,000 sq. ft. achieving required rating.	✓	✓		✓			✓

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3. Environmental and Biodiversity									
3.3 To consider environmental issues during acquisition, design, development and refurbishment.	3.3.1 To carry out an environmental review for all development and refurbishment projects over the value of £1,000,000 to ensure compliance with the Company's Sustainability Framework.	Compliance reports for developments and refurbishments over £1,000,000.	✓	✓					✓
	3.3.2 To extend the Company's Environmental Construction and Design Policy into a framework for Development, Asset and Investment Management.	Frameworks established.	✓	✓		✓			✓
	3.3.3 To carry out a post occupation audit on Wells and More and Bermondsey developments six months after 50% occupation.	Date post occupation audit report completed.	✓	✓		✓			✓
3.4 To ensure that employees are kept informed of our environmental policies, are given relevant environmental training and are kept informed of the Company's objectives and targets.	3.4.1 To ensure a minimum of 100 hours of targeted environmental training.	Number of environmental training hours.	✓	✓		✓			
3.5 To encourage new re-cycling schemes where practicable.	3.5.1 To offer waste management/reduction training to tenants of multi-let buildings.	% of multi-let buildings where training is offered.	✓	✓		✓			

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3. Environmental and Biodiversity										
3.6 To procure timber used on developments and refurbishments from Forest Stewardship Council ('FSC') certified sources.	3.6.1 To ensure 90% of timber used in developments and refurbishments are from FSC certified sources.	% of timber used from FSC certified sources.	✓	✓					✓	
4. Tenants										
4.1 To improve and promote services to tenants.	4.1.1 To increase our customer satisfaction ratings on tenant surveys carried out in 2008.	Increase in customer satisfaction rating from 2008 survey.	✓	✓					✓	
	4.1.2 Asset Managers to meet with tenants twice a year and Building Managers to visit individual buildings at least once a week.	Number of Asset Managers meetings per building and number of Building Managers visits per building per year.	✓	✓						
	4.1.3 To offer security training to tenants.	% of buildings where training is offered (only in multi-let buildings).	✓	✓					✓	
	4.1.4 To make the Tenant Handbook available to all tenants electronically through our website.	Date Tenant Handbooks published on website.	✓	✓	✓			✓		

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4. Tenants									
	4.1.5 All new leases issued to include 'light green' provisions.	All new leases issued to include 'light green' provisions, where applicable.	✓	✓	✓				✓
4.2 To minimise disruption during developments to tenants in situ and neighbours.	4.2.1 All developments and refurbishments to have a Tenant Action Plan.	List of Tenant Action Plans.	✓	✓			✓		✓
	4.2.2 Asset Managers and Project Managers to undertake a post completion evaluation of the Tenant Action Plan for all developments and refurbishments over 5,000 sq. ft. within 3 months of practical completion.	List of evaluations undertaken within 3 months of practical completion.	✓	✓					✓
	4.2.3 To provide regular newsletters on all developments and refurbishments over 5,000 sq. ft.	Newsletters distributed.	✓	✓					✓
4.2 To minimise disruption during developments to tenants in situ and neighbours.	4.2.4 To ensure all developments and substantial refurbishments are registered with the Considerate Constructors Scheme and where audited, achieve better than average scores.	Number of developments and substantial refurbishments registered and % achieving above average scores.	✓	✓			✓		✓

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5. Community									
5.1 To actively support the local community	5.1.1 To actively support and promote local community and industry initiative groups such as the New West End Company (NWECC), Westminster Property Association (WPA), South Bank Employers Group, London First and the British Property Federation (BPF).	Voluntary contributions to NWECC, s106 agreements, membership of WPA, South Bank Employers Group, London First and BPF.	✓	✓		✓			
	5.1.2 To design a charitable donations policy to improve the focus of the Group's contribution to the community.	Charitable donations policy.	✓	✓					
	5.1.3 To encourage at least one contractor/advisor on each development or refurbishment over 25,000 sq. ft. to commit to a local training/education initiative.	Training/education initiatives undertaken at development or refurbishment sites over 25,000 sq. ft.	✓	✓					✓
5.2 To introduce an employee volunteering scheme where employees can be involved in a community initiative during Company time.	5.2.1 To have 15% of employees participating in a local community initiative.	% of employees participating in a local community initiative.	✓	✓					

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6. Health & Safety									
6.1 To provide a safe and healthy working environment for all employees and contractors working on the premises, visiting members of the public and all others affected by the activities of the Company.	6.1.1 To achieve a zero injury days lost amongst employees as a result of workplace accidents.	Number of employee injury days.	✓	✓		✓	✓		
	6.1.2 To achieve zero reportable incidents.	Number of reportable accidents.	✓	✓		✓	✓		✓
	6.1.3 To achieve zero prohibition notices or fines.	Number of prohibition notices received.	✓	✓		✓	✓		✓
	6.1.4 To ensure a minimum of 150 hours of targeted health & safety training.	Number of health & safety training hours.	✓	✓					
7. Suppliers									
7.1 To improve our supplier payment system.	7.1.1 To organise quarterly meetings between the Finance and Property Teams to obtain feedback and set appropriate actions to improve the supplier payment system.	Number of meetings held.	✓	✓					