



## 2008 Corporate Responsibility Objectives and Targets

Objective	Target
<b>1. Corporate</b>	
1.1 To improve the quantity and quality of CR information available to our stakeholders.	1.1.1 To include waste consumption data on the Company's website.  KPI: Date data is published on website.
	1.1.2 To provide a link to the Company's Carbon Disclosure Project response on website  KPI: Date link is published on website
<b>2. Investors</b>	
2.1 To ensure regular dialogue with shareholders and fund manager.	2.1.1 To meet annually with investors who hold in aggregate more than 50% of the Company's issued share capital.  KPI: % of shareholding held by investors met.
<b>3. Employees</b>	
3.1 To ensure employee personal development through relevant training.	3.1.1 To provide an average of at least one day's training a year per employee.  KPI: Number of training days per employee.
3.2 To raise employee awareness of the importance of CR throughout the organisation and how it can achieve our long-term business objectives.	3.2.1 To ensure all employees are aware of the Group's CR Objectives and targets, annually.  KPI: Acknowledgement of CR objectives memo received from employees.
3.3 To encourage employee initiatives.	3.3.1 To support at least two employee led charity activities.  KPI: Number of charities supported.
<b>3. Employees</b>	
3.4 To ensure all employees operate ethically and with integrity.	3.4.1 To ensure employees confirm their understanding of the Company's Ethics Policy annually.  KPI: Acknowledgement of Ethics Policy memo received from employees.

**Objective****Target****4. Environmental and Biodiversity**

4.1	To monitor and seek to reduce resource consumption.	4.1.1	To ensure 25% of energy purchased for our aggregate portfolio, based on the available electricity capacity for a building supply provided by the distribution network (“AVCAP”), to be on green energy tariffs.  KPI: % of properties on green energy tariffs based on AVCAP.
		4.1.2	To introduce long life light bulbs throughout individual buildings in 70% of landlord managed areas.  KPI: % of buildings with long life bulbs.
		4.1.3	To introduce check meters in landlord areas in an additional 25% of the portfolio, where applicable.  KPI: % of check meters introduced.
		4.1.4	To engage 20% of tenants in multi-let buildings over 3 years in a programme of ‘target and monitoring’ energy usage.  KPI: % of tenants of multi-let buildings in programme as a % of total floor area.
		4.1.5	To ensure appropriate actions are implemented for all buildings where energy audits are completed.  KPI: Number of action plans implemented against recommendations made, where appropriate.
		4.1.6	To reduce CO <sub>2</sub> emissions by 3% on a normalised basis for common parts.  KPI: % CO <sub>2</sub> per m <sub>2</sub> reduced from 2008 emissions.
4.1	To monitor and seek to reduce resource consumption.	4.1.7	To monitor waste generated and disposal routes on development and refurbishment projects over £300,000.  KPI: Tonnes of waste generated on projects over £300,000 KPI: Data of disposal routes on projects over £300,000
4.2	To encourage all contractors and consultants to adopt similar environmental policies and standards to the Company.	4.2.1	To have zero enforcement notices for environmental issues.  KPI: Number of enforcement notices received.
		4.2.2	To ensure all building and maintenance contractors and consultant appointments include a requirement to comply with the Company’s environmental policy.  KPI: Appointment letters.

**Objective****Target****4. Environmental and Biodiversity**

4.2	To encourage all contractors and consultants to adopt similar environmental policies and standards to the Company.	4.2.3	To encourage building and maintenance contractors and consultants to have an environmental policy.  KPI: % of policies received.
		4.2.4	To ensure 75% of construction contractors have an EMS in place.  KPI: Written confirmation of EMS in place from construction contractors.
		4.2.5	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.  KPI: Date audit undertaken and compliance checklist completed.
		4.2.6	To undertake an environmental audit of all M&E contactors of managed properties for compliance with legislation and best practice standards.  KPI: Date audit undertaken and compliance checklist completed.
4.3	To consider environmental issues during acquisition, design, development and refurbishment.	4.3.1	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.  KPI: Number of refurbishments over 50,000 sq ft. achieving required rating.  KPI: Number of new builds over 50,000 sq ft. achieving required rating.
		4.3.2	To carry out an environmental review for all development and refurbishment projects over the value of £1,000,000 to ensure compliance with Company's Environmental Construction & Design Policy.  KPI: Compliance reports for developments and refurbishments over £1,000,000.
		4.3.3	To review and update the Company's Environmental Construction & Design Policy.  KPI: Updated Policy.
4.4	To ensure that employees are kept informed of our environmental policies, are given relevant environmental training and are kept informed of company objectives and targets.	4.4.1	To ensure a minimum of fifty hours of targeted environmental training in 2008/2009.  KPI: Number of environmental training hours.

## Objective

## Target

### 4. Environmental and Biodiversity

- 4.5 To encourage new re-cycling schemes where practicable. 4.5.1 To set up new recycling schemes in 20% of portfolio.  
KPI: % of portfolio with new recycling schemes.
- 4.6 To procure timber used on developments and refurbishments from FSC certified sources. 4.6.1 To ensure 90% of timber used in developments and refurbishments are from Forest Stewardship Council ('FSC') certified sources.  
KPI: % of timber used from FSC certified sources.
- 4.7 To ensure Great Portland Estates plc is involved in setting environmental best practice standards. 4.7.1 To become an active member in at least one environmentally focused organisation.  
KPI: Date of membership and list of meetings attended.

### 5. Tenants and the Community

- 5.1 To improve and promote services to tenants and the local community. 5.1.1 To actively support and promote local community and industry initiative groups such as the New West End Company, Westminster Property Owner's Association, South Bank Employers Group, London First and the British Property Federation.  
KPI: Voluntary contributions to NEWC, s106 agreements, membership of WPOA, South Bank Employers Group, London First and BPF.
- 5.1.2 To conduct a tenant survey on contractor service levels with a view to improving the quality of service, where appropriate.  
KPI: Number of multi-let buildings where tenant surveys have been conducted.
- 5.1.3 Asset Managers to meet with tenants twice a year and Building Managers to visit individual buildings at least once a week.  
KPI: Number of Assets Managers meetings per building and number of visits per building per year.
- 5.1.4 To offer tenants pertinent training in one CR related area.  
KPI: % of buildings where training is offered (only in multi-let buildings).
- 5.1.5 To ensure all developments and refurbishments over 10,000 sq.ft. are registered with the Considerate Constructors Scheme.  
KPI: Number of developments and refurbishments over 10,000 sq ft registered.

**Objective****Target****5. Tenants and the Community**

5.1.6 To ensure £20,000 of donations/sponsorships are directed to causes that promote or improve activities in the Group's local community.

KPI: £ donated

5.2 To introduce an employee volunteering scheme where employees can be involved in a community initiative during Company time.

5.2.1 To arrange one community initiative involving employees, such as site visits for students studying building related courses.

KPI: Number of community initiatives.

5.3 To minimise disruption during developments to tenants in situ and neighbours.

5.3.1 To provide regular newsletters on all developments over 50,000 sq. ft.

KPI: Newsletters distributed.

5.3.2 All developments to have a Tenant Action Plan.

KPI: List of Action Plans.

5.3.3 To ensure all developments over 10,000 sq.ft. are registered with the Considerate Constructors Scheme.

KPI: Number of developments over 10,000 sq.ft. registered.

**6. Health and Safety**

6.1 To provide a safe and healthy working environment for all employees, contractors working on the premises and 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.

KPI: Number of employee injury days.

6.1.2 To achieve zero reportable incidents.

KPI: Number of reportable accidents.

6.1.3 To achieve zero prohibition notices or fines.

KPI: Number of prohibition notices received.

6.1.4 To ensure a minimum of 100 hours of targeted health & safety training in 2008/2009.

KPI: Number of health & safety training hours.

6.1 To provide a safe and healthy working environment for all employees, contractors working on the premises and visiting members of the public, and all others affected by the activities of the Company.

6.1.5 To ensure 100% of construction related service partners and contractors are accredited to Construction Skills Certification Scheme by March 2009.

KPI: % of construction related service partners accredited.

## Objective

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### 6. Health and Safety

6.1 To provide a safe and healthy working environment for all employees, contractors working on the premises and visiting members of the public, and all others affected by the activities of the Company.

6.1.6 To relaunch the Employee Assistance Programme (“EAP”) to increase employee awareness.

KPI: Acknowledgement of EAP memo received from employees.

### 7. Suppliers

7.1 To streamline our supplier payment system.

7.1 To identify and action inefficiencies in our supplier payment system.

KPI: Action plans implemented.