

## Progress against 2009/10 Sustainability Objectives and Targets



Target	Achievement	Commentary
<b>1. Investors</b>		
1.1.1 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.	100%	During the year to 31 March 2010, Directors met with shareholders holding an aggregate of 56.60% of the Company's issued share capital.
<b>2. Employees</b>		
2.1.1 To provide an average of at least one day's training a year per employee.  KPI: Number of training days per employee.	100%	During the year to 31 March 2010, 1,301 training hours were undertaken, an average of 2.5 days training per employee.
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.  KPI: Date Sustainability Objectives and Targets 2009/10 sent out to all employees.  KPI: Date 2008 CR objectives and targets achievement posted up on social area board.	100%	Achieved.
2.3.1 To support at least two employee led charity activities.  KPI: Number of charities supported.	100%	Achieved.

Target	Achievement	Commentary
<b>3. Environmental and Biodiversity</b>		
<p>3.1.1 To ensure 100% of new energy contracts placed are on green energy tariffs, where green tariff rates are available in accordance with our payment terms and within 10% of the rate for brown energy.</p> <p>KPI: % of new energy contracts placed on green energy tariffs, where available in accordance with our payment terms and within 10% of the rate for brown energy.</p>	<p>100%</p>	<p>Achieved.</p>
<p>3.1.2 To ensure low energy light bulbs are used in 90% of light fittings in landlord managed areas.</p> <p>KPI: % of low energy light bulb fittings in buildings.</p>	<p>99%</p>	<p>89% of light bulb fittings in buildings were low energy.</p> <p>Ongoing. All contractors will continue to replace old bulbs with low energy light bulbs in landlord managed areas.</p>
<p>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.</p> <p>KPI: % of tenants of multi-let buildings in programme as a % of total floor area.</p>	<p>0%</p>	<p>To emphasis our commitment this target has been amended and will be included in our 2010/11 Sustainability Objectives and Targets.</p>
<p>3.1.4 To ensure appropriate actions are implemented for all buildings where energy audits, EPCs and air conditioning inspections are completed.</p> <p>KPI: Number of action plans implemented against recommendations made, where appropriate.</p>	<p>81%</p>	<p>To emphasis our commitment this target has been amended and will be included in our 2010/11 Sustainability Objectives and Targets.</p>
<p>3.1.5 To reduce CO2 emissions by 8% on a normalised basis for common parts on the 2007/08 baseline.</p> <p>KPI: % CO<sub>2</sub> per m<sup>2</sup> reduced from 2007/08 emissions.</p>	<p>To be confirmed</p>	<p>To be confirmed at a later date when the 2010 energy consumption data is available.</p>

<p>3. <b>Environmental and Biodiversity</b></p>		
<p>3.1.6 To ensure that all new developments achieve an EPC rating of 'B' and on refurbishments, the existing EPC rating to be improved by a minimum of one grade.</p> <p>KPI: EPC ratings achieved for developments and an increase in EPC rating for refurbishments.</p>	<p>100%</p>	<p>Our only refurbishment affecting an EPC rating was the refurbishment of Percy House where we improved our rating from a D to a C (compared to the benchmark F rating). To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.</p>
<p>3.1.7 To require energy and water usage reporting on construction and refurbishment projects over £300,000.</p> <p>KPI: Number of projects over £300,000 with full information.</p>	<p>50%</p>	<p>Partially complete and ongoing. To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.</p>
<p>3.1.8 Reuse or recycle 70% of waste produced during construction for projects covered by Site Waste Management Plans.</p> <p>KPI: % of recycled waste for projects with Site Waste Management Plans.</p>	<p>100%</p>	<p>Achieved.</p>
<p>3.1.9 To undertake a water audit on five buildings and implement recommendations, where appropriate.</p> <p>KPI: Number of audits undertaken. Number of action plans implemented against recommendations made, where appropriate.</p>	<p>50%</p>	<p>Partially complete. Water audits undertaken on five properties but reports were not received until March 2010.</p>
<p>3.1.10 To introduce a segregated bin system at Head Office.</p> <p>KPI: Date scheme implemented.</p>	<p>0%</p>	<p>Not possible due to Building Management waste collections, however, changes will be made in the future by Building Management.</p>
<p>3.2.1 To have zero enforcement notices for environmental issues.</p> <p>KPI: Number of enforcement notices received.</p>	<p>100%</p>	<p>Achieved.</p>
<p>3.2.2 To ensure all building and maintenance contractors and consultant appointments include a requirement to comply with the Company's environmental policy.</p> <p>KPI: Appointment letters.</p>	<p>100%</p>	<p>Achieved.</p>

3. <b>Environmental and Biodiversity</b>		
3.2.3 To encourage building and maintenance contractors and consultants to have an environmental policy.  KPI: % of contractors and consultants with policies.	100%	Achieved.
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.  KPI: Date audit undertaken and compliance checklist completed.	100%	Achieved.
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.  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	N/A	No new builds or refurbishments over 50,000 sq. ft. in the year to 31 March 2010.
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.  KPI: Compliance reports for developments and refurbishments over £1,000,000.	N/A	No developments or refurbishments over the value of £1,000,000 in the year to 31 March 2010.
3.3.2 To extend the Company's Environmental Construction and Design Policy into a framework for Development, Asset and Investment Management.  KPI: Frameworks established.	100%	Achieved.
3.3.3 To carry out a post occupation audit on Wells and More and Bermondsey developments six months after 50% occupation.  KPI: Date post occupation audit report completed.	0%	Ongoing. To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.

<b>3. Environmental and Biodiversity</b>			
3.4.1	To ensure a minimum of 100 hours of targeted environmental training.  KPI: Number of environmental training hours.	100%	147.5 hours of targeted environmental training undertaken during the year to 31 March 2010.
3.5.1	To offer waste management/reduction training to tenants of multi-let buildings.  KPI: % of multi-let buildings where training is offered.	91%	Waste management reduction training was offered to tenants of multi-let buildings at meetings attended by the Senior Building Manager.
3.6.1	To ensure 90% of timber used in developments and refurbishments are from FSC certified sources.  KPI: % of timber used from FSC certified sources	100%	Achieved.
<b>4. Tenants</b>			
4.1.1	To increase our customer satisfaction ratings on tenant surveys carried out in 2008.  KPI: Increase in customer satisfaction rating from 2008 survey	64%	Ongoing. To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.
4.1.2	Asset Managers to meet with tenants twice a year and Building Managers to visit individual buildings at least once a week.  KPI: Number of Asset Managers meetings per building and number of Building Managers visits per building per year.	69%	Ongoing. To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.
		100%	Achieved.
4.1.3	To offer security training to tenants.  KPI: % of buildings where training is offered (only in multi-let buildings).	91%	Security training was offered to tenants of multi-let buildings at meetings attended by the Senior Building Manager.
4.1.4	To make the Tenant Handbook available to all tenants electronically through our website.  KPI: Date Tenant Handbooks published on website.	100%	Achieved.

<b>4. Tenants</b>		
4.1.5	All new leases issued to include 'light green' provisions.  KPI: All new leases issued to include 'light green' provisions, where applicable.	100% Achieved.
4.2.1	All developments and refurbishments to have a Tenant Action Plan.  KPI: List of Tenant Action Plans.	100% Achieved.
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.  KPI: List of evaluations undertaken within 3 months of practical completion.	100% Achieved.
4.2.3	To provide regular newsletters on all developments and refurbishments over 5,000 sq. ft.  KPI: Newsletters distributed.	100% Achieved.
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.  KPI: Number of developments and substantial refurbishments registered and % achieving above average scores.	40% Two out of 5 registered refurbishments achieved better than average scores. To emphasize our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.
<b>5. Community</b>		
5.1.1	To actively support and promote local community and industry initiative groups such as the New West End Company (NVEC), Westminster Property Association (WPA), London First and the British Property Federation (BPF).  KPI: Voluntary contributions to NVEC, s106 agreements, membership of WPA, London First and BPF.	100% Achieved.

5. <b>Community</b>		
<p>5.1.1 To actively support and promote local community and industry initiative groups such as the New West End Company (NWEC), Westminster Property Association (WPA), London First and the British Property Federation (BPF).</p> <p>KPI: Voluntary contributions to NWEC, s106 agreements, membership of WPA, London First and BPF.</p>		
<p>5.1.2 To design a charitable donations policy to improve the focus of the Group's contribution to the community.</p> <p>KPI: Charitable donations policy.</p>	50%	Partially complete and ongoing.
<p>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.</p> <p>KPI: /education initiatives undertaken at development or refurbishment sites over 25,000 sq. ft.</p>	N/A	Not applicable as no projects over 25,000 sq. ft. in the year to 31 March 2010.
<p>5.2.1 To have 15% of employees participating in a local community initiative.</p> <p>KPI: % of employees participating in a local community initiative.</p>	100%	Achieved.
6. <b>Health &amp; Safety</b>		
<p>6.1.1 To achieve a zero injury days lost amongst employees as a result of workplace accidents.</p> <p>KPI: Number of employee injury days</p>	100%	Achieved.
<p>6.1.2 To achieve zero reportable accidents.</p> <p>KPI: Number of reportable accidents.</p>	0%	Two separate reportable accidents involving a tenant and contractor. These were investigated; remedial action was taken and the consequences reported to the Health & Safety Working Group.
<p>6.1.3 To achieve zero prohibition notices or fines.</p> <p>KPI: Number of prohibition notices received.</p>	100%	Achieved.

6. <b>Health &amp; Safety</b>		
6.1.4 To ensure a minimum of 150 hours of targeted health & safety training. KPI: Number of health & safety training hours.	100%	Achieved.
7. <b>Suppliers</b>		
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. KPI: Number of meetings held.	75%	Three meetings held in the year to 31 March 2010. Final meeting postponed following the implementation of the new accounting system. To emphasis our commitment, this target will be included in our 2010/11 Sustainability Objectives and Targets.