

Sustainability Objectives and Targets 2010/11



			Targets also applicable to:						
Objective	Target 2010/2011	KPI	Investors	Employees	Environment & Biodiversity	Tenants	Community	Health & Safety	Suppliers
1. Employees									
1.1 To ensure employee personal development through relevant training.	1.1.1 To provide property industry specific sustainability update seminars on a quarterly basis.	Number of seminars held	✓	✓	✓	✓			
1.2 To ensure employee awareness of the importance of sustainability throughout the organisation and how it can assist in achieving our long-term business objectives.	1.2.1 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 2010/11 sent out to all employees. Date 2009/10 CR objectives and targets achievement posted up on social area board.	✓		✓	✓	✓	✓	✓
1.2 To ensure employee awareness of the importance of sustainability throughout the organisation and how it can assist in achieving our long-term business objectives.	1.2.2 To engage with employees on setting 2011/12 Sustainability Objectives and Targets	Date memo sent to employees requesting their suggestions.	✓		✓	✓	✓	✓	
	1.2.3 To revisit our Sustainability Frameworks during 2010 to ensure up to date with legislation and best practice and ensure changes communicated to employees.	Sustainability Frameworks to be revisited in Autumn 2010. Changes communicated to employees	✓		✓	✓	✓	✓	

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2. Environmental and Biodiversity									
2.1 To monitor and seek to reduce resource consumption.	2.1.1 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.	% 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.	✓	✓		✓			✓
	2.1.2 To engage with the 10 tenants who consume the most electricity via recharged sub-meters in order to raise awareness of energy initiatives.	Number of tenants engaged.	✓	✓		✓			
	2.1.3 To establish Building Specific Energy Action Plans for all properties in the managed portfolio and to ensure appropriate actions are implemented.	Number of Energy Action Plans produced. Number of appropriate actions implemented.	✓	✓		✓			✓
	2.1.4 To reduce energy consumption by 5% on a normalised basis for common parts on the 2009/10 baseline.	Energy per m ² reduced from 2009/10 consumption.	✓	✓		✓			✓

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	2.1.5 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.	EPC ratings achieved for developments and an increase in EPC rating for refurbishments.	✓	✓		✓			✓
2. Environmental and Biodiversity									
2.1 To monitor and seek to reduce resource consumption.	2.1.6 To require and evaluate energy and water usage reporting on construction and refurbishment projects over £300,000.	Number of projects over £300,000 with full information and overall evaluation report for project stages concluded during the year.	✓	✓					✓
	2.1.7 Aim to re-use or recycle 90% of non-hazardous demolition waste and 75% of construction waste by weight for projects covered by a Site Waste Management Plan.	% of re-used or recycled waste for projects with Site Waste Management Plans.	✓	✓					✓
	2.1.8 To engage with cleaning and waste contractors to increase the quantity of waste diverted from landfill from our managed properties based on 2009/10 data.	Minutes of meetings held with all cleaning contractors.	✓	✓					✓
2.2 To understand the risk to the portfolio if water main pressure is reduced by Thames Water.	2.2.1 To identify properties at risk in the event water pressure is reduced (i.e. mains fed) and establish work required to change to boosted supply.	Number of properties identified and costs to carry out changes.	✓	✓		✓			✓

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2. Environmental and Biodiversity									
2.3	To encourage all contractors and consultants to adopt similar environmental policies and standards to the Company.	2.3.1 To have zero enforcement notices for environmental issues.	Number of enforcement notices received.	✓	✓		✓	✓	✓
		2.3.2 To ensure all building and maintenance contractors and consultants to have an environmental policy.	% of contractors and consultants with policies.	✓	✓				✓
		2.3.4 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.	✓	✓		✓		✓
2.4	To consider environmental issues during acquisition, design, development and refurbishment.	2.4.1 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.	✓	✓				✓
		2.4.2 To carry out a post occupation audit on Bermondsey development six months after 50% occupation.	Date post occupation audit report completed.	✓	✓		✓		✓
		2.4.3 To target Code for Sustainable Homes level three on all residential properties.	% of residential units completed to level three or above.	✓	✓		✓		✓

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2. Environmental and Biodiversity									
2.5	To procure timber used on developments and refurbishments from Forest Stewardship Council ('FSC') certified sources or equivalent.	2.5.1 To ensure 90% of timber used in developments and refurbishments are from FSC certified sources or equivalent.	% of timber used from FSC certified sources or equivalent.	✓	✓				✓
		2.5.2 To ensure all new developments achieve FSC Project Certification (in accordance with the FSC Chain of Custody Standard for Project Certification).	Number of all new developments certified under the FSC Standard Certification.	✓	✓				✓
3. Tenants									
3.1	To improve and promote services to tenants.	3.1.1 Customer satisfaction ratings on tenant surveys carried out in 2010 to be at least equal to previous year or better.	Increase in customer satisfaction rating from 2009 survey.	✓	✓			✓	✓
		3.1.2 To obtain feedback from tenants on our Tenant website.	Rating of website to be obtained at Tenant meetings.	✓	✓				✓
		3.1.3 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.	✓	✓				

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3. Tenants									
3.1 To improve and promote services to tenants.	3.1.4 To offer fire safety training to tenants.	% of buildings where training is offered (only in multi-let buildings).	✓	✓					✓
	3.1.5 Minutes of tenants meeting to be completed and uploaded to the tenant website within one working week of the meeting.	Date tenant meetings minutes uploaded.	✓	✓					
3.2 To minimise disruption during developments to tenants in situ and neighbours.	3.2.1 All developments and refurbishments to have a Tenant Action Plan.	List of Tenant Action Plans.	✓	✓			✓		✓
	3.2.2 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.	✓	✓					✓
	3.2.3 To provide regular newsletters on all developments and refurbishments over 5,000 sq. ft.	Newsletters distributed.	✓	✓					✓

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4. Suppliers									
4.1 To minimise disruption during developments to tenants in situ and neighbours.	4.1.1 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.	✓	✓			✓		✓