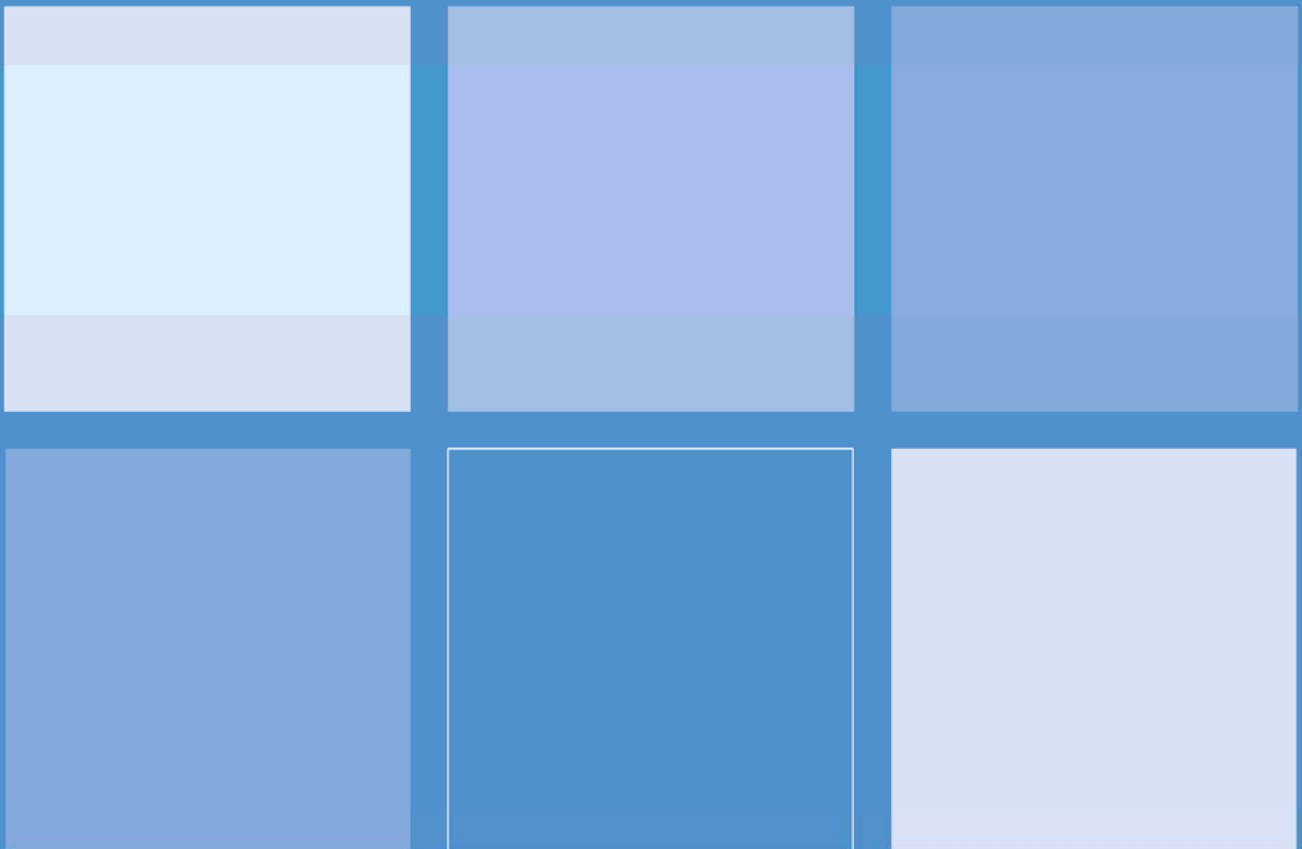


RPS

Shaftesbury PLC

Eighth Annual Corporate Responsibility

Action Plan 2010-11



Shaftesbury PLC

Corporate Responsibility

Action Plan

2010-11



RPS

Mallams Court, 18 Milton Park

Abingdon, OX14 4RP

T: 01235 821 888

W: www.rpsgroup.com

Contents

- 1.0 Overall Policy Goals 2
- 2.0 Environmental Responsibility 5
- 3.0 Social Responsibility 19
- 4.0 Community Engagement 24

1.0 Overall Policy Goals

Note: The timeframe of 2010–2011 for implementation of the objectives and targets is consistent with the financial year, which is 1st October 2010 to 30th September 2011.

Policy Goal A: Disseminate the Corporate Responsibility Policy and Promote Staff, Tenant and Principal Supplier Awareness

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
A1	Disseminate the Policy to all the Company’s staff, managing agents, contractors, and tenants and ensure that it is available to the public	<ul style="list-style-type: none"> Ensure Policy continues to be issued to all new commercial tenants as part of tenant’s pack. 	Number of new tenants receiving Policy	Managing agents
		<ul style="list-style-type: none"> Ensure Contractors’ Leaflet is issued as part of all refurbishment contracts 	% of contractors receiving contractors leaflet	Shaftesbury/Project Managers
A2	Engage and raise corporate responsibility awareness and engagement with tenants within the portfolio	<ul style="list-style-type: none"> Engage with 10 tenants to discuss their approach Replace Tenants’ leaflet with a more detailed Sustainability Guide for commercial tenants Develop a Sustainability Leaflet for residential tenants Email Sustainability leaflets to residential tenants 	<ul style="list-style-type: none"> Number of commercial tenants receive Sustainability Guide Number of residential tenants that receive leaflet 	Shaftesbury/RPS/Managing agents

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
		<ul style="list-style-type: none"> • Research feasibility and relevance of using SKA Rating for Office fit outs with selected tenant 	Complete SKA assessment	RPS/Shaftesbury/TFT
A3	Provide appropriate training and awareness to staff and principal suppliers	<ul style="list-style-type: none"> • Undertake update awareness training of all personnel and key suppliers by November 2011. • Continue to issue the following checklists to the Principal Suppliers: <ul style="list-style-type: none"> – Contractors Checklist – Specification Checklist – Legal Compliance Checklist 	Awareness training attended by staff and suppliers Number of projects over £75,000 threshold that complete Checklists	RPS/Shaftesbury RPS/Shaftesbury

Policy Goal B: Review the Policy on an annual basis and report on the Company's performance

Number	Objective	Targets 2010-11	Key Performance Indicator	Personnel Responsible
B1	The Policy will be reviewed on an annual basis and objectives and targets will be set.	<ul style="list-style-type: none"> Set objectives and targets for 2010-11 	Action Plan reviewed	RPS/Shaftesbury
		<ul style="list-style-type: none"> Review Policy May 2011 for approval at the Board meeting in July 2011 	Policy reviewed and approved	
B2	The Company will monitor and report publicly on its performance	<ul style="list-style-type: none"> Report performance against Action Plan on Company website, as appropriate 	Report publically available	RPS/Shaftesbury
		<ul style="list-style-type: none"> Include summary of performance in Annual Report 2010-11 	Input into annual report	
		<ul style="list-style-type: none"> Undertake annual audit in August – September 2011 to monitor performance against the Policy and Action Plan 	Audit completed	

2.0 Environmental Responsibility

Policy Goal C: Comply with Legal Requirements

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
C1	Comply with all legal and regulatory requirements	<ul style="list-style-type: none"> Review legislation checklists to ensure are current. 	Legal checklist reviewed	RPS to liaise with: <ul style="list-style-type: none"> Shaftesbury Project Managers Managing agents
		<ul style="list-style-type: none"> Monitor environmental compliance on refurbishment and construction projects for 2010-11 using checklist 	Number of projects above £75,000 monitored	
		<ul style="list-style-type: none"> Achieve zero environmental non-compliance for 2010-11 	Number of non-compliances	All above

Policy Goal D: Prior to purchase, environmental audits are conducted where appropriate

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
D1	Undertake environmental/building health surveys of properties prior to purchase if appropriate	<ul style="list-style-type: none"> Ensure environmental/building health surveys are utilised to screen properties prior to purchase of all properties including risks from climate change, flooding, rising water tables and localised flooding. 	Survey reports for all purchases	Shaftesbury/Project Managers
D2	Continue to invest only in 'brownfield' sites	<ul style="list-style-type: none"> Continue to achieve 100% use and regeneration of 'brownfield' land during expansion and refurbishment of portfolio. 	% of development on brownfield land	Shaftesbury

Policy Goal E: Minimise environmental impacts and operate in an environmentally sustainable manner during management of properties

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
E1	Monitor and where possible reduce energy consumption and investigate opportunities for the use of renewable energy	<ul style="list-style-type: none"> Continue to monitor energy consumption in Shaftesbury Head Office and common parts of portfolio. Aim for commons part normalised data to not exceed 0.01 tonnes CO₂/m² 	<ul style="list-style-type: none"> Total energy consumption tonnes CO₂ Carbon per m² 	<ul style="list-style-type: none"> Managing agents to collect data RPS to collate for reporting baseline
		<ul style="list-style-type: none"> Build on the use of Green Tariff electricity in Berwick St and when renewing energy contracts throughout the portfolio purchase 'green tariff' electricity when costs are within 5% of brown energy. 	<ul style="list-style-type: none"> % new contracts placed on green energy tariffs 	<ul style="list-style-type: none"> Managing agents/Shaftesbury
		<ul style="list-style-type: none"> Continue to monitor use of long life light bulbs within common parts of managed portfolio: <ul style="list-style-type: none"> Aim for 90% utilisation in Carnaby, Seven Dials and Longmartin Replace halogen spot lights with long life bulbs in Chinatown aim for 80%. 	<ul style="list-style-type: none"> % of long life bulbs within portfolio 	<ul style="list-style-type: none"> Managing agents

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
E2	Monitor and, where possible, minimise water consumption	<ul style="list-style-type: none"> Investigate opportunities for including water meters in properties in Berwick St portfolio, where appropriate. 	Number of water meters installed	MJ Mapp
		<ul style="list-style-type: none"> Monitor water use in Carnaby/Seven dials common parts – aim for 75% reporting of readings. Maintain usage at current low level of 0.05m³/m² 	<ul style="list-style-type: none"> % of meter readings Water use does not exceed 0.05m³/m² 	<ul style="list-style-type: none"> EA Shaw to collect data RPS to collate for reporting baseline
		<ul style="list-style-type: none"> Monitor water use for South Service yard in Chinatown – maintain constant usage 	Water use does not exceed 2009-10 usage	MJ Mapp

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
E3	Monitor and reduce waste from our managed properties including the Head Office	<ul style="list-style-type: none"> Maintain discussions with Westminster CC for identifying residential recycling point within Chinatown. 		Shaftesbury/MJ Mapp
		<ul style="list-style-type: none"> Divert from landfill 80% of tenant generated waste from Carnaby, Seven Dials and Longmartin (70% of portfolio) 	% of tenants' waste diverted from landfill	Shaftesbury/NB Real Estate/EA Shaw
		<ul style="list-style-type: none"> Divert 70% of putrescible waste from landfill at Seven Dials by sending to compost waste generated from Cha Cha Moons. 	% of putrescible waste composted	EA Shaw
		<ul style="list-style-type: none"> Encourage tenants in Chinatown to address recycling of packaging waste. 	% of packaging waste recycled	Shaftesbury/MJ Mapp
		<ul style="list-style-type: none"> Maintain watching brief within Berwick St to see if a central recycling point could be provided by Shaftesbury for office tenants. 		Shaftesbury/MJMapp
		<ul style="list-style-type: none"> Continue to monitor volume of paper sent for recycling from Head Office. 	Tonnes paper recycled	Shaftesbury/RPS
		<ul style="list-style-type: none"> Continue to monitor volume of paper purchased. 	% paper recycled	Shaftesbury/RPS

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
E4	Ensure that contractors (including cleaners, maintenance personnel etc. comply with the Company Policy	<ul style="list-style-type: none"> Continue to issue Induction Leaflet to all contractors working on portfolio throughout 2010 -11. Maintain documented audit trail of contractors that have received leaflet. 	Number of Induction Leaflets issued	<ul style="list-style-type: none"> Shaftesbury Managing agents Managing agents to keep records RPS to audit
E5	Remove and dispose of hazardous materials e.g. asbestos in accordance with relevant legislation	<ul style="list-style-type: none"> Ensure up to date asbestos register is held for managed portfolio. Retain copies of waste transfer notes and record volume of hazardous waste disposed to landfill 	Asbestos register updated	<ul style="list-style-type: none"> Managing agents to maintain asbestos register Managing agents to collate hazardous waste data RPS to audit

Policy Goal F: Shaftesbury PLC expects its contractors, as supervised by its consultants to adopt ‘best environmental practice’ in the refurbishment of the Company’s property portfolio.

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
F1	Operate in an environmentally sustainable manner throughout our activities	<ul style="list-style-type: none"> Continue to refurbish existing buildings and promote the re-use of materials to reduce the need to introduce additional ‘embodied’ carbon. Maintain BREEAM criteria for reuse of structure and façade in 100% of refurbishment: <ul style="list-style-type: none"> 50% of façade reused; 80% by volume of existing primary structure reused 	<ul style="list-style-type: none"> % of total façade reused % by volume of existing primary structure reused 	Shaftesbury
		<ul style="list-style-type: none"> Continue to assess the applicability for renewable energy technologies to be incorporated into new developments, including heat recovery technology. Achieve 10% of energy supply. 	% of renewables included within refurbishment	Shaftesbury/ Project Managers
		<ul style="list-style-type: none"> Aim for BREEAM Very Good for the Longmartin development on its completion. 	BREEAM Very Good	Shaftesbury/ SPPM
		<ul style="list-style-type: none"> Ensure on all structural refurbishments above £75,000 that the existing EPC rating is improved by: <ul style="list-style-type: none"> One grade for listed building Three grades for other buildings 	Increase in EPC rating for structural refurbishments	Shaftesbury/ Project Managers

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
F2	Efficient use of energy and water	<ul style="list-style-type: none"> Project managers to utilise revised Specification and Contractor’s checklists for all projects above £75,000. 	Number of schemes above £75,000 completing checklists	RPS/Project Managers
		<ul style="list-style-type: none"> Install energy efficient lights in all refurbishment projects in excess of requirements of Building Regulations for refurbishments. Install movement sensors in all office space above 1500m² 	<ul style="list-style-type: none"> % of energy efficient lights installed % of relevant schemes with movement sensors 	RPS/Project Managers
		<ul style="list-style-type: none"> Set an in-house target for the inclusion of a certain proportion of water efficiency measures over and above the requirements of Building Regulations. 	% of schemes achieving water use above the requirements of Building Regs	RPS/Project Managers

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
<p>F3</p>	<p>Timber to be sourced, where possible, from well managed sources certified by third party certification bodies</p>	<ul style="list-style-type: none"> Continue to maximise proportion of timber that is reused within projects and monitor for reporting purposes. 	<p>% of timber reused within refurbishment</p>	<ul style="list-style-type: none"> Project managers RPS to audit
		<ul style="list-style-type: none"> Contractors to retain all timber supply invoices and ensure that full chain of custody details are recorded. RPS to collate information to identify proportion sourced from certified timber 	<p>Chain of custody information on invoices</p>	<ul style="list-style-type: none"> Project Managers to ensure contractors retain invoices RPS to collate
		<ul style="list-style-type: none"> Ensure that 100% of hardwood timber is sourced from a certified sustainable source. 	<p>% of hardwood timber from a certified sustainable source</p>	<ul style="list-style-type: none"> Shaftesbury /Project Managers RPS to audit
		<ul style="list-style-type: none"> Ensure that preferred suppliers demonstrate sourcing of a minimum of 50% of other types of timber from a certified sustainable source. 	<p>% of other timber sourced from a certified sustainable source</p>	<ul style="list-style-type: none"> Shaftesbury /Project Managers RPS to audit
		<ul style="list-style-type: none"> Aim for suppliers to source a minimum of 10% timber from an FSC certified source. 	<p>% of FSC timber sourced</p>	<ul style="list-style-type: none"> Project managers RPS to audit

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
F4	Management and disposal of construction waste	<ul style="list-style-type: none"> Continue to monitor construction waste generated data for all projects above £75,000. 	Number of schemes above £75,000 collating data	<ul style="list-style-type: none"> Project managers RPS to audit
		<ul style="list-style-type: none"> Project managers to ensure waste transfer notes retained as part of contract documentation. 	Waste transfer notes retained	
		<ul style="list-style-type: none"> Ensure that all contracts above the legal threshold of £300,000 complete an appropriate Site Waste Management Plan (SWMP). 	Number of schemes with SWMP	
		<ul style="list-style-type: none"> Aim to reuse or recycle 90% of non-hazardous demolition and construction waste by weight for projects covered by a SWMP. 	% of reused or recycled waste for projects with SWMP	<ul style="list-style-type: none"> Project managers
		<ul style="list-style-type: none"> RPS to repeat duty of care of 10% of waste contractors used for refurbishment contracts. Selected contractors to be agreed by November 2010 and audits to be undertaken by March 2011. 	Audit completed.	RPS/Project Managers

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
F5	Ensure all refurbishment schemes above a capital value of £75,000, and in excess of six weeks duration, are registered in the Considerate Constructors Scheme. (NB. Schemes that only involve external repair and decoration will not be included)	<ul style="list-style-type: none"> Require that all contractors working on Shaftesbury register to the CC Scheme. 	Number of contractors	<ul style="list-style-type: none"> Shaftesbury/Project Managers/RPS RPS to audit
		<ul style="list-style-type: none"> Ensure all eligible schemes are signed up for 2010-11 	Number of schemes	
		<ul style="list-style-type: none"> Achieve a minimum score of 26/40 (above satisfactory performance) on 80% of schemes audited. 	% of schemes above 26/40	
		<ul style="list-style-type: none"> Require all principal contractors that work on Shaftesbury schemes to register as a company to CCS. 	% of Principal Contractors registered with CCS	
F6	Improve biodiversity appropriate to the Group's urban location	<ul style="list-style-type: none"> Improve biodiversity within existing portfolio through use of bird nesting boxes at appropriate locations. 	<ul style="list-style-type: none"> Number of schemes with bird boxes 	<ul style="list-style-type: none"> Shaftesbury/RPS to identify locations Managing agents/Project managers to implement
		<ul style="list-style-type: none"> Improve biodiversity within existing portfolio through inclusion of green roofs and walls where feasible. 	<ul style="list-style-type: none"> Number of schemes with green walls/roofs 	

Number	Policy Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
<p>F7</p>	<p>Minimise adverse impacts on the environment during construction through working with our project managers</p>	<ul style="list-style-type: none"> Continue to provide all contractors with a copy of the Company Policy & Specification questionnaires etc. in tender documentation 	<p>Number of schemes completing checklists</p>	<p>Project managers</p>
		<ul style="list-style-type: none"> Continue to issue Induction Leaflet to all contractors working on portfolio. 	<p>% of contractors receiving contractors leaflet</p>	<p>Project managers</p>
		<ul style="list-style-type: none"> Ensure that a minimum of 80% water based paints are used to minimise pollution. 	<p>% of water based paints specified</p>	<p>Project managers</p>
		<ul style="list-style-type: none"> All contractors to register with Community Repaint Scheme for disposal of unused paint. 	<p>% of waste paint disposed to Community Repaint</p>	<p>Project managers</p>

3.0 Social Responsibility

Policy Goal G: Shaftesbury will conduct its business with integrity

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
G1	Be honest, open, helpful and polite and engage with stakeholders	<ul style="list-style-type: none"> Remain in FTSE4Good Index for 2010-11. 	Listing in FTSE4Good Index	Shaftesbury/RPS
		<ul style="list-style-type: none"> Remain in Dow Jones Sustainability Index for 2010-11. 	Listing in DJSI Index	
		<ul style="list-style-type: none"> Continue to engage with key investors and other benchmarking agencies as appropriate. 	Minutes of meetings/calls with investors	
G2	Provide the standards of accommodation and services that have been agreed	<ul style="list-style-type: none"> Continue to maintain existing constant liaison between tenants, managing agents & Shaftesbury. 	Records of meeting	Shaftesbury surveyors/Managing agents
G3	Obey all relevant laws and regulations and comply with other key policy goals with regard to customer relations.	<ul style="list-style-type: none"> Achieve 100% compliance. 	% Compliance	Shaftesbury

Policy Goal H: Shaftesbury recognises the need for investing in its employees and provides opportunities for training and personal development

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
H1	Ensure all employees have a performance review annually	<ul style="list-style-type: none"> Shaftesbury to continue annual system of formal annual staff appraisal. 	% of staff receiving appraisal	Shaftesbury
		<ul style="list-style-type: none"> Continue to provide CR awareness training to all staff and key suppliers with annual awareness training. 	List of attendees	Shaftesbury/RPS

Policy Goal I: Shaftesbury is committed to providing its employees with safe and favourable working conditions that are free from unnecessary risk.

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
I1	Fully comply with all the requirements of the Health & Safety at Work Act 1974 etc. for employees and those that may be affected by these requirements	<ul style="list-style-type: none"> Ensure health & safety induction training is being undertaken by contractors for 100% site staff including use of contractor induction leaflets. 		<ul style="list-style-type: none"> Project Managers RPS to audit
		<ul style="list-style-type: none"> Undertake Health and Safety management review of Shaftesbury's operations Implement key recommendations 		RPS/Shaftesbury
		<ul style="list-style-type: none"> Achieve zero reportable accident/incidents throughout 100% of the portfolio. 	Number of prohibition / enforcement notices received	
		<ul style="list-style-type: none"> Record absenteeism within Shaftesbury Head Office. 	Number of days absent/employee	
		<ul style="list-style-type: none"> Ensure findings of Considerate Constructors Scheme are implemented at 100% of projects: <ul style="list-style-type: none"> Provide a separate folder for CCS documentation Ensure emergency numbers are available for operatives Maintain record of CSCS cards 	% of Schemes with satisfactory scores above 26/40	Project Managers

Policy Goal J: Shaftesbury is committed to providing equal opportunities for all its employees and potential employees

Number	Objective	Targets 2010-11	Key Performance Indicator	Personnel Responsible
J1	Monitor the effectiveness of the equal opportunities policy and comply with all the key employment legislation such as: Sex Discrimination Act, Race Relations Act, Disability Discrimination Act, Human Rights Act, Employment Equality Regulations etc.	<ul style="list-style-type: none"> Monitor approach to internal staff management & recruitment to ensure compliance with equal opportunities policy and other key employment legislation. 	% of women in senior/management positions	Shaftesbury
		<ul style="list-style-type: none"> Monitor staff turnover. 	% of leavers as part of total staff number per year	Shaftesbury
		<ul style="list-style-type: none"> Monitor length of service of staff 	Average length of service of staff	

Policy Goal K: Shaftesbury is committed to maintaining fair and competitive conditions of service at all times, which includes the consideration of flexible working

Number	Objective	Targets 2010-11	Key Performance Indicator	Personnel Responsible
K1	Provide opportunities for flexible working	<ul style="list-style-type: none"> Record number of staff with flexible working arrangements. 	% of staff	Shaftesbury

4.0 Community Engagement

Policy Goal L: Shaftesbury is committed to being a good corporate citizen within its local community through both charitable giving and engagement

Number	Objectives	Targets 2010-11	Key Performance Indicator	Personnel Responsible
L1	Continue to support local community groups	<ul style="list-style-type: none"> Ongoing financial support to key charities and community support for 2010-11. 	<ul style="list-style-type: none"> List of key charities 	Shaftesbury
		<ul style="list-style-type: none"> Join the London Benchmarking Group and select relevant benchmarking parameters(<i>to be updated post completion of the initial questionnaire</i>) 		Shaftesbury
L2	Continue to be proactive in mentoring charitable and other organisations	<ul style="list-style-type: none"> Ongoing support to nominated charities through staff involvement for 2010-2011. 	<ul style="list-style-type: none"> Staff hours 	Shaftesbury
		<ul style="list-style-type: none"> Continue to provide office space for small charities within whole portfolio. 	<ul style="list-style-type: none"> Office space provided 	
		<ul style="list-style-type: none"> Continue to support and provide facilities for up and coming artists and fashion designers. 	<ul style="list-style-type: none"> List of individuals supported 	
		<ul style="list-style-type: none"> Continue to work with statutory bodies through financial support to improve the local environment e.g. lighting projects, pavement maintenance etc. Extend support to Chinatown and other schemes in Carnaby/Seven Dials. 	<ul style="list-style-type: none"> Value of support 	

