

Shaftesbury PLC

Seventh Annual Corporate Responsibility Audit 2009



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1.0 Overview 2009

This Corporate Responsibility (CR) Audit provides Shaftesbury PLC and its stakeholders with a progress report of how it has performed against its Policy Objectives and highlights areas in need of further improvement.

Shaftesbury has maintained its performance in a number of external benchmarking indices, together with achieving a place on the Carbon Disclosure Project's Leadership Index. The company has continued to manage and monitor its environmental impacts and to consider how its activities can contribute positively to society. Key performance over the past six years is shown below.

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009
Stakeholder Engagement	Listing on FTSE4Good	Yes	Yes	Yes	Yes	Yes	Yes
	Listing on Dow Jones Sustainability Index	-	-	-	Yes	Yes	Yes
	Good Companies Guide	-	-	-	3 rd	6 th (highest ranked property company)	N/A
Employees	Proportion of employees that are female	33%	33%	47%	50%	50%	53%
	Proportion of females in managerial grade	50%	50%	57%	71%	71%	71%
	Proportion of employees having an annual training and development review	25%	66%	100%	100%	100%	100%

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009
Carbon	Direct carbon emissions for Head Office (tonnes CO ₂)	30	32	23	28	28	33
	Carbon emissions associated with common parts of tenanted portfolio (tonnes CO ₂)	924	1,335	1,155	1,172	1,176	1,325
Environment	Tenant waste recycled as proportion of waste generated at Carnaby / Seven Dials	6.5%	8.8%	2.4%	Not quantified (by contractor)	32%	36%
	Performance against requirements of Considerate Constructor Scheme – percentage of assessed schemes that achieved target	80% achieved target of 24/40	89% achieved target of 24/40	80% achieved target of 26/40	75% achieved target of 26/40	89% achieved target of 26/40	83% achieved target of 26/40
Health & Safety	Number of days/1000 employees lost to accidents	0	0	0	0	0	0
	Number of notifiable health & safety incidents in refurbishment projects	0	1	1 prohibition notice	0	2 prohibition notices	0
Community Investment	Total value of community investment	£134,000	£531,372	£266,433	£930,055	£301,816	£738,659
	Proportion of pre tax profit spent on community investment	1.1%	3.72%	1.9%	7.32%	2.63%	3.47%

2.0 Introduction and Methodology

This is the seventh annual Corporate Responsibility Audit compiled by RPS for Shaftesbury PLC. It covers the period from October 2008 to September 2009 and summarises Shaftesbury’s progress against its objectives and targets.

Company Overview

This report should be read in conjunction with the company’s annual report which provides further details on company structure and activities. This report provides information relating to Corporate Responsibility (CR) for general company operations (including Head Office activities) together with more specific information for each area of the portfolio.

Number of Staff	19 (17 at Head Office)
Activities	Acquisition, refurbishment and property management within central London
Portfolios	Carnaby, Seven Dials, Chinatown, Opera Quarter and Berwick St area
Shops	375,000 sq. ft
Restaurants, Cafes, Bars and Clubs	406,000 sq. ft
Office Space	420,000 sq. ft
Residential	310 dwellings
Refurbishment Sites Completed in 2008/09	13

Audit Methodology

RPS works with Shaftesbury throughout the year to assess its activities in relation to CR issues and has used a number of data sources to compile this report.

Interviews with Shaftesbury Personnel	Penny Thomas – Company Secretary Donna Lambert – Communications Manager
Interviews / Correspondence with Shaftesbury’s Managing Agents	NB Real Estate (responsible for Chinatown and Opera Quarter) – Stewart Avery and Neil Glendenning EA Shaw (responsible for Covent Garden and Carnaby) – Wade Standen and Nick Bark MJ Mapp (responsible for Berwick Street area) - Tom Peasgood
Interviews / Correspondence with refurbishment Project Managers	Single Point Project Management Ltd (SP.PM, responsible for Carnaby) – Andy Matthews and Leigh Chaney Fresson & Tee (Responsible for smaller individual projects) – Robert Say, Colin Martin, Sophie Willetts, Neil Panton, Haakon Gittins and Colleen Thomas TFT (Responsible for a limited number of refurbishment projects in Berwick St) - Jacqui Allen and Andrew Ferrznolo
Site visits	Visits to a number of refurbishment sites and parts of the managed portfolio
Documentation Review	Including energy and water meter readings, timber Chain of Custody, completed checklists for refurbishment projects and Considerate Constructors Reports

3.0 Managing Corporate Responsibility Internally and Through the Supply Chain

Management of Corporate Responsibility within Shaftesbury

Shaftesbury does not operate under an externally-certified Environmental Management System (EMS), but in accordance with a bespoke management system, which includes the core elements of a Policy, measurable objectives and targets, an audit programme and reporting. Similarly, whilst no formal health and safety management system is in place, procedures exist to ensure it is managed appropriately.

The company has a robust CR Policy which was reviewed in July 2009 by the Board and is available to the public via the company website. Jonathan Lane, the Chief Executive, exercises overall responsibility for the implementation of the CR Policy. Below Board-level, individuals are identified for the implementation of specific aspects of the Policy through the annually updated Action Plan and this includes managing agents and project managers working on the portfolio on behalf of Shaftesbury. Penny Thomas, as Company Secretary, reports directly to Jonathan Lane and coordinates the reporting and progress of the Action Plan. Brian Bickell, Shaftesbury's Finance Director, has overall responsibility for overseeing personnel issues such as health & safety, training and staff welfare.

In support of the overall CR Policy are various other policies including those relating to equal opportunities, health & safety and whistleblowing.

Managing the Supply Chain

As a property investor, Shaftesbury's most significant impacts could be considered to occur through its supply chain. This includes the management of its portfolio on a daily basis and the refurbishment of new properties; if not responsibly managed, Shaftesbury could inadvertently contribute to significant environmental impacts, through factors such as the use of energy at these sites, waste produced and materials used.

Shaftesbury employs a number of agents to manage the portfolio and project managers to oversee the refurbishment activities. The company has a number of systems set up in order to integrate environment and social / ethical factors into the procurement process of new services and into the ongoing work of its long-term sub contractors. Management of CR issues in the reporting year throughout the supply chain has included the following:

- **Contractual Information**

- Key information relating to CR requirements is included within contractual information throughout the supply chain.
- Shaftesbury's Estate Management Services Specification includes clauses requiring the contractor to act in accordance with Shaftesbury's environmental and CR policies and to ensure all contactors, consultants and advisors engaged on the portfolio are aware of and observe the policies.

- **Use of CR Policy**

- Issued to all key advisors.
- Included as standard in all contract documentation issued by the project managers for refurbishment projects.
- Issued by the project managers to subcontractors working on refurbishment projects above a capital sum of £75,000.
- Issued by the managing agents to key subcontractors working on the managed portfolio.
- Issued to commercial tenants as part of the tenant's pack.

- **Use of Contractor's Induction Leaflet**

- Issued by the project managers to all subcontractors working on refurbishment projects.
- Issued by the managing agents to contractors working for the managed portfolio.

- **Use of Checklists / Legislation Guides**

- Issued at the opening meeting of each refurbishment project by the project managers and updated regularly by RPS/Shaftesbury to reflect new legislation and best practice. The checklists are completed during the course of the project and the project team is also required to submit supporting documents, such as the Considerate Constructors Scheme audit report, waste Duty of Care information, Chain of Custody information for timber etc. Checklists include an overall CR reporting checklist, a contractor's checklist and a specification checklist. Legislation guides are also provided.

▪ **Use of the Considerate Constructors Scheme (CCS)**

- All refurbishment schemes above a capital value of £75,000 are signed up. Compliance with the Code incorporates a number of factors including environmental and social considerations important to the overall goals of CR.
- Compliance with the scheme involves achieving a score of 24/40 and Shaftesbury sets a more stringent target for its sub-contractors of 26/40.

No. schemes assessed (no. with second visit)	% CCS compliant schemes (24/40 or above)		% meeting Shaftesbury target (26/40 or above)			Average Score (/40)		
	Visit 1	Visit 2	Visit 1	Visit 2	Overall	Visit 1	Visit 2	Overall
	18 (13)	89%	100%	78%	85%	83%	28.6	30.0

In 2009 Shaftesbury’s target to maintain at least 80% of sites achieving a score of 26 or above was met when considering the results of both visits (where undertaken). Concern was raised regarding two sites which initially did not meet the CCS; however, the issues identified were rectified by the time of the second visits and all schemes were therefore in compliance with the scheme. It is noted that similar issues to previous years were identified during the audits, some of which are considered to be relatively simple to incorporate into future schemes, including identifying the location of the nearest hospital and site first aiders, ensuring contact is made with neighbours and receiving feedback on the approximate percentage recycled from the waste contractor. Further details are provided in Appendix A. It is noted that the scoring system for the CCS has changed and it is now reportedly more difficult to achieve high results.

Recommendations

- Policy and supply chain management documents to be updated, where necessary.
- Project managers to brief contractors on areas where CCS issues have been identified to ensure repeat issues are not identified in 2009-10.

4.0 Carbon Management and Performance

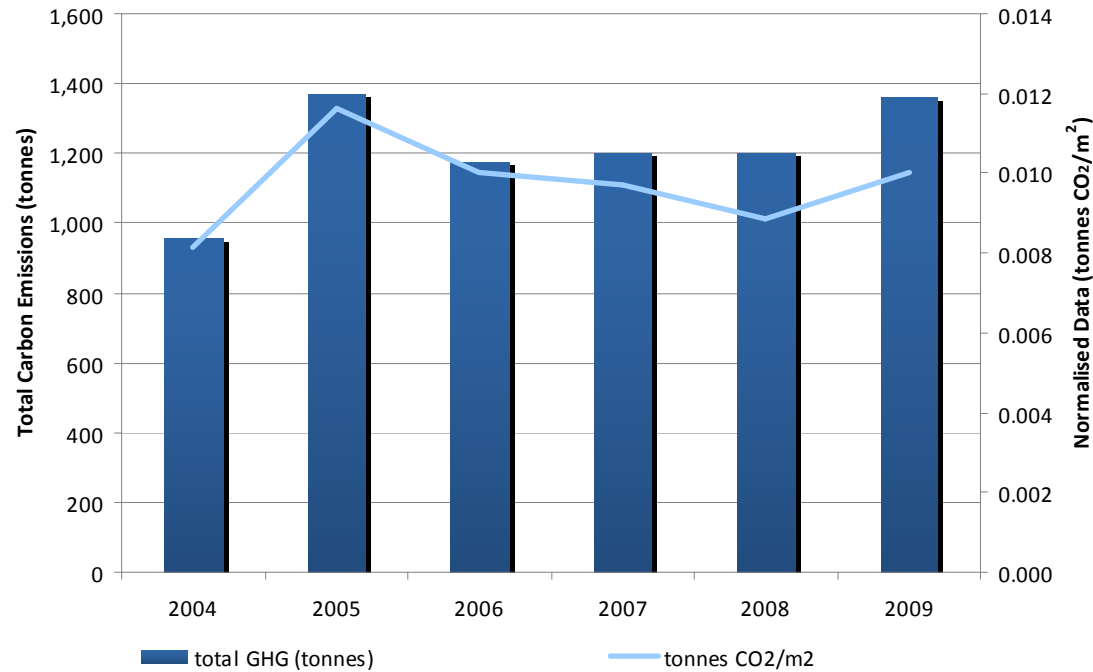
Shaftesbury’s strategy is to invest in the West End, with all properties within the portfolio located in Conservation Areas and some buildings also having listed status. Shaftesbury maintains and refurbishes the existing buildings in the vast majority of cases, which is by definition sustainable as it avoids unnecessary waste and materials required to construct new properties. It also conserves embodied energy within the existing materials, avoiding the need for additional energy to be used to provide new materials and construct new properties. Whilst it is difficult to quantify these savings, some studies¹ indicate that reusing a building could make an initial saving of 35 tonnes of carbon dioxide per property and that carbon emissions could be similar over a 50-year period.

The table below provides key data on carbon emissions relating to Shaftesbury’s operations, both at Head Office and in the managed portfolio. Values are presented in accordance with the Greenhouse Gas Protocol and current Defra guidance². More detailed information is provided in Appendix B.

	Carbon Emissions (tonnes)						
	Head Office	Carnaby	Seven Dials	Chinatown	Opera	Berwick St	Total
Scope 1 Emissions: Direct	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Scope 2 Emissions: Indirect	31	555	496	202	54	18	1356
Normalised emissions (kg CO2/m2)	0.059	0.011	0.018	0.004	0.007	0.007	N/A
Scope 3 Emissions: Air Travel	5	N/A	N/A	N/A	N/A	N/A	5
Total Emissions	36	555	496	202	54	18	1361

¹ New Tricks with old Bricks, the Empty Homes Agency

² Defra / DECC Greenhouse Gas (GHG) Conversion Factors (September 2009)



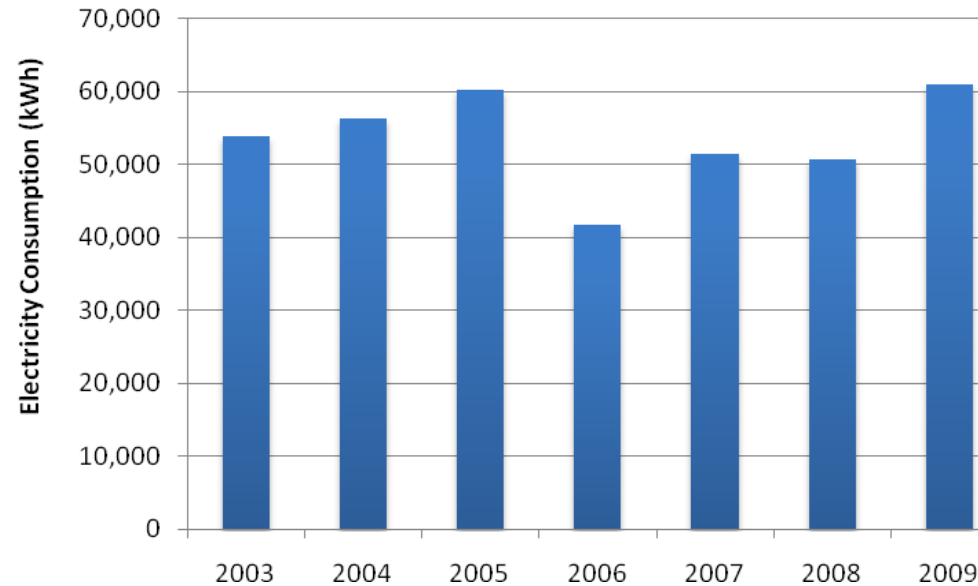
Shaftesbury’s overall carbon emissions have increased in 2009. However, when compared against emissions compared to portfolio area, emissions can be seen to have stayed fairly constant for the past few years.

Shaftesbury has assessed its obligations against the emerging *Carbon Reduction Commitment (CRC) Energy Efficiency Scheme*. With an annual electricity usage, including areas of the managed portfolio for which Shaftesbury pays the bills, of approximately 2,500MWh, the company’s usage falls significantly below the threshold for inclusion in the introductory phase of the scheme.

Head Office

Shaftesbury has retained its 'green tariff' electricity supply for its Head Office. Despite an increase in usage this year, the office still compares favourably against industry benchmark figures provided for the most relevant office type (Type 3: an air-conditioned standard office)³.

With respect to transport issues, since the Head Office is within central London employees generally use public transport (or walk) for both commuting and business travel. To encourage use of public transport, season ticket loans are available from Shaftesbury for all employees except directors and a cycle to work scheme was also launched in the reporting year. Business travel not undertaken in Central London or by public transport is limited to several flights per year (quantified as Scope 3 emissions above and summarised in Appendix C). Car travel is not used for business purposes.



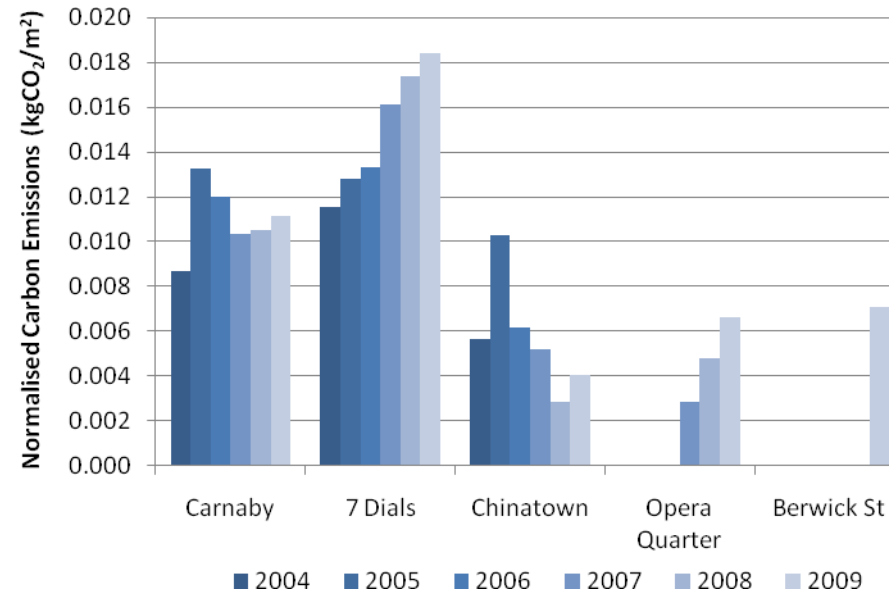
³ The Government's Best Practice Energy Efficiency Programme - Energy Consumption Guide 19, Energy Use in Offices, 2000.

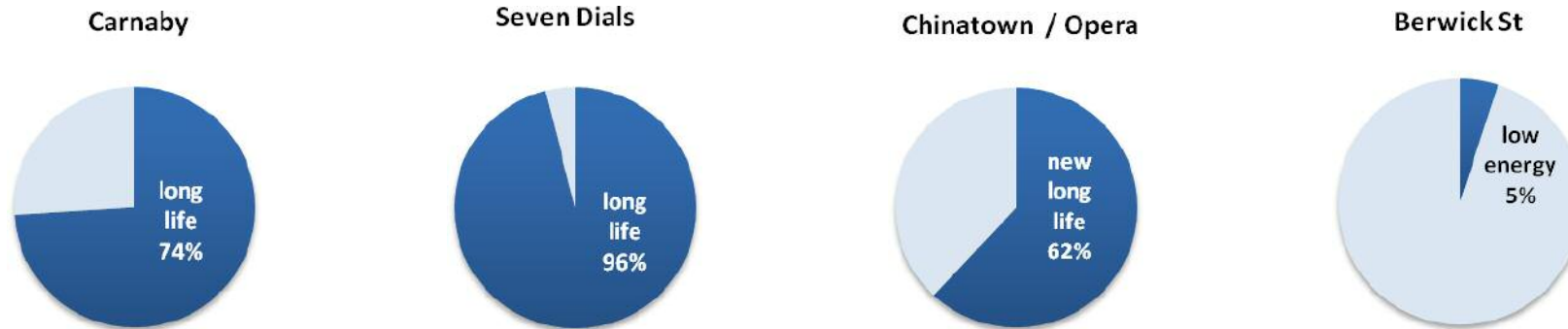
Managed Portfolio

The use of energy within the managed property portfolio is the responsibility of the tenants, with the exception of certain common areas such as stairwell lights and facilities. Generally there is heating in the common parts and energy use is restricted to lighting, which reduces the environmental impact of these areas.

An increase in electricity usage, and consequently carbon emissions, has been observed in 2008-09 in the managed portfolio. For the majority of the portfolio this is understood to relate to an increase in business activity, for example with properties coming into full use within the Opera Quarter and the development of the new Berwick Street area of the portfolio. Within Chinatown, an established area of the portfolio, the increase in usage is considered to be the result of improved data avoiding the need for the estimation of some data required in past reporting years. Green tariffs for the managed portfolio are not currently considered to be financially viable, but this will be reviewed on an ongoing basis.

Consideration continues to be given to energy efficiency of the landlord-controlled areas; however, due to the nature of energy usage in these areas, this is typically limited to replacement of traditional bulbs with long life bulbs. This process has continued within Chinatown/Opera Quarter and Carnaby/Seven Dials and consideration has also been given to the installation of low energy (22 watts) and long life flood lights in Chinatown. With the Berwick Street area, long life/low energy bulbs are currently only present in one property and there is considered to be the potential for improvement in this area as this part of the portfolio develops. Consideration is also given to the energy usage of Christmas decorations. For Christmas 2008, the decorations in Carnaby consisted of large inflatable snowmen which used the existing street uplighters without the need for additional lighting.





Shaftesbury provides an EPC to all prospective tenants to demonstrate the predicted energy performance of the building. It should be noted that owing to the nature of Shaftesbury’s portfolio of buildings in conservation areas, with some having listed status, the vast majority of the buildings are unlikely to achieve a high energy rating using the standardised approach⁴. Furthermore, whilst Shaftesbury endeavours to improve energy performance during refurbishment, there are limits to what can be undertaken with heritage buildings (with restrictions on factors such as cavity wall insulation, double glazing and visible renewable technologies) and it may not be possible to improve performance considerably.

Although not under the direct control of Shaftesbury, the company aims to encourage improvements in energy usage beyond its own activities to tenant areas, for example through information presented in the tenant environment leaflet. A letter was sent to Carnaby tenants in June 2009 from the Soho Community Environment Fund (SCEF) regarding climate change and the branding of Soho as a ‘green’ centre. Shaftesbury agreed to take part in the initiative as landlord and contacted the tenants on behalf of SCEF and tenants were asked to complete a short questionnaire on energy usage.

Refurbishments

Given the constraints of the existing buildings in Conservation Areas and with some having listed status, it is considered that there are limited areas in which significant energy improvements can be made above the requirements of the Building Regulations. However, it is Shaftesbury’s policy for its

⁴ English Heritage, Guidance for Energy Assessors.

project teams to consider energy efficiency as part of the specification of refurbishment, where it is feasible within the constraints of the listing (or otherwise) of the property. Of key consideration is the conservation of the embodied energy in the materials through the re-use of the existing buildings.

The applicability of energy saving measures varies according to each building, but typically includes:

- Energy efficient light fittings (with timer / sensor controls);
- High-efficiency individual boilers installed within each unit with thermostatic controls;
- Insulation used in roof voids to reduce losses;
- Secondary glazing (where possible).

Given the small-scale nature of refurbishment projects, it is often not possible to install cycle facilities within the buildings or external areas. Within the larger Longmartin scheme, both cycle storage and electric vehicle charging points are proposed. Given the central London location of all Shaftesbury sites, it is anticipated that most tenants will use public transport during the operational phase of the building. During the refurbishment work, contractors also typically use public transport and through its checklists Shaftesbury encourages the use of local suppliers to reduce the impact of transportation of materials.

New Buildings

Shaftesbury's strategy does not generally include the construction of new properties and in 2008/09, there was only one ongoing scheme: the Longmartin joint venture project. This is due for phased completion beginning in early 2010 and will include photovoltaic cells and solar water heating panels to supplement power supplies with a renewable, low carbon source.

Recommendations

- Maintain use and refurbishment of existing buildings to conserve embodied energy.
- Continue to increase proportion of low energy/long life bulbs in the managed portfolio, particularly within the developing Berwick Street area.
- Assess the applicability of recommendations provided within EPCs.
- Consider incorporating energy efficient lighting in excess of Building Regulations requirements in all areas during refurbishment and enhanced insulation, where feasible.

5.0 Environmental Management and Performance

All Shaftesbury’s buildings are on brownfield land, reducing the need for greenfield development and often regenerating disused sites or those in a poor state of repair. The reuse of existing buildings is considered to be inherently sustainable and can reduce environmental impacts such as the use of new materials and the production of waste during the refurbishment process.

There were no notifiable environmental incidents within the managed portfolio or the refurbishment schemes in the reporting period.

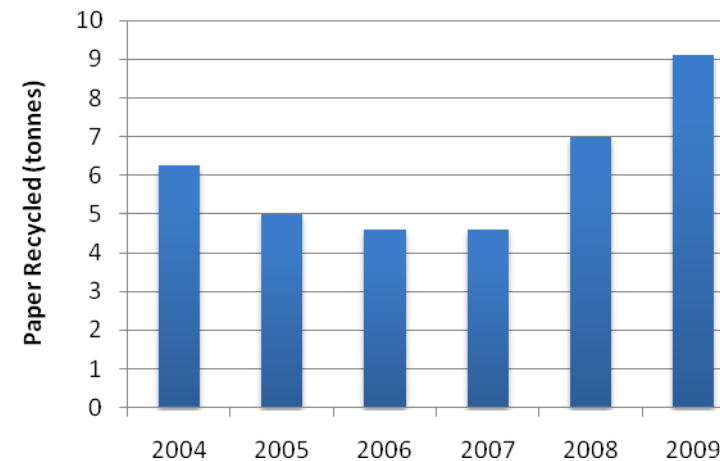
Waste

	Head Office	Carnaby / Seven Dials	Chinatown	Opera	Berwick St
Waste Quantity (tonnes)	9 (<i>paper only</i>)	1263 (tenant waste)	Not quantified	Not quantified	Not quantified
% Recycled	100 (<i>paper only</i>)	36	Not quantified	Not quantified	Not quantified

Head Office

Due to the Head Office being leased, there are significant limitations on controlling waste management issues. However, the principal solid waste is paper and this is all recycled. Whilst waste paper volumes have increased in 2009, it should be noted that paper waste generated is to a certain extent outside Shaftesbury’s control as a significant proportion relates to incoming post and reports etc (including junk mail).

In general, redundant IT equipment and furniture go in the first instance to staff, and then to selected charities. The company also recycles old mobile phones, with the money going to charity. Given the number of staff employed by Shaftesbury, the volume of waste produced is limited.



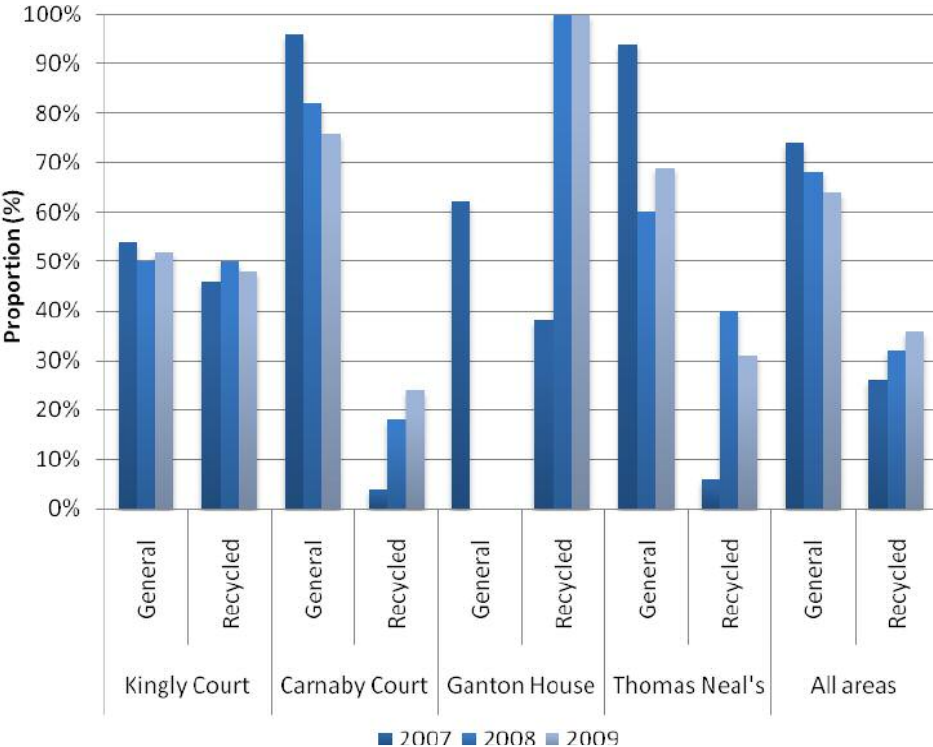
The Managed Portfolio

With respect to the managed portfolio, the volume of waste generated is a result of the tenants' activities and outside of Shaftesbury's direct control. However, Shaftesbury, via its managing agents, is responsible for waste disposal in some areas.

There are currently four sites within Carnaby / Seven Dials where Shaftesbury is responsible for waste management:

- Kingly Court
- Carnaby Court
- 22 Ganton Street
- Thomas Neal's Centre.

At Carnaby Court there has been an improvement this year from 18% to 24%, reflecting the expansion of the scheme to include a number of additional restaurants.



Waste is not currently quantified in Chinatown, however, Shaftesbury continues to work closely with Westminster City Council to manage the issues that are specific to the area such as controlling the problems of fly tipping and disposal of food and oil waste. The two waste storage areas on the estate, South Service Yard and Horse & Dolphin Yard, are managed on behalf of Shaftesbury. Coloured bags are being introduced for tenant use in South Service Yard to prevent fly tipping and to improve security and there have been ongoing discussions regarding installing mixed commercial and residential waste bins; however, this is now considered unlikely due to security and noise concerns raised by the Council. Restaurant tenants are encouraged to recycle bottles through a brewery initiative and waste food oil continues to be collected by a third party for recycling on the estate at no charge.

Within Berwick Street there are no communal waste facilities. Waste facilities are considered to be difficult to incorporate at the present time due to the limited size of this area of the portfolio, although it is considered as a longer term objective. The managing agent has drafted a leaflet to be sent to tenants to discuss refuse arrangements and recycling possibilities, including contact details of suitable waste recycling contractors for the short to medium term.

Refurbishments

A waste duty of care audit was undertaken by RPS of two refurbishment projects in Spring 2009. Waste management procedures practised by Shaftesbury's contractors were found to be generally compliant with the current regulations. Shaftesbury refurbishment sites are typically restricted in space and waste contractors which can sort waste off-site for recycling are selected. Some minor issues were raised regarding the loading of waste during collection time at one site, but following the audit the site contractor was issued with further instructions to rectify these issues and new procedures were put into place.

Through its contractor management procedures, including checklists and supporting information, Shaftesbury requires project managers to manage waste appropriately, to segregate and recycle where possible and to collate information on waste quantities produced. Owing to the variation in projects, the extent of the work undertaken at each site, and the absence of any industry benchmarks for construction waste, it is not considered meaningful to present absolute waste data within this audit. However, the process encourages site managers and contractors to adopt responsible waste practices and provides Shaftesbury with details of waste quantities attributable to its activities.

Site waste management plans (SWMP) have been compiled for all sites with a value of £300,000 or more since the *Site Waste Management Plans Regulations 2008* came into force. Of the thirteen refurbishment projects completed in the reporting year, five had an SWMP. The remainder were either started prior to the legislation or were below the threshold.

Water

	Head Office	Carnaby and Seven Dials	Chinatown	Opera Quarter	Berwick St	Total Usage
Data Coverage	Not monitored	75% of portfolio	South Service Yard Only	Not monitored	One property only	N/A
Usage 2009 (m³)	N/A	2,918	284	N/A	Insufficient readings	3202
Normalised Data (m³/m²)	N/A	0.05	N/A	N/A	N/A	N/A

Head Office

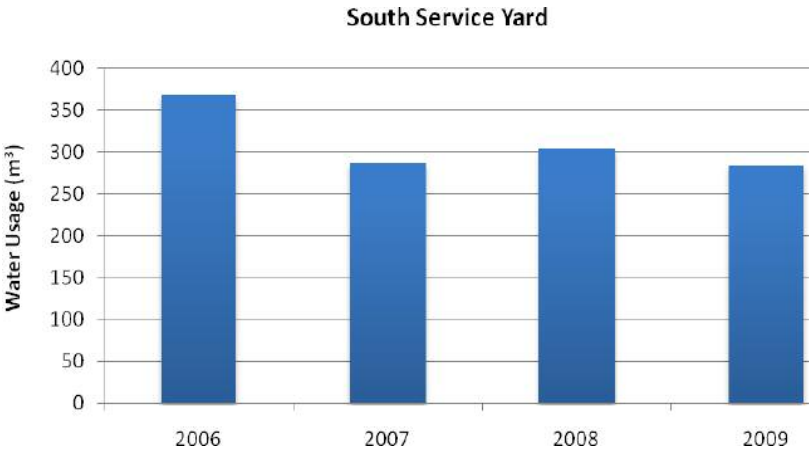
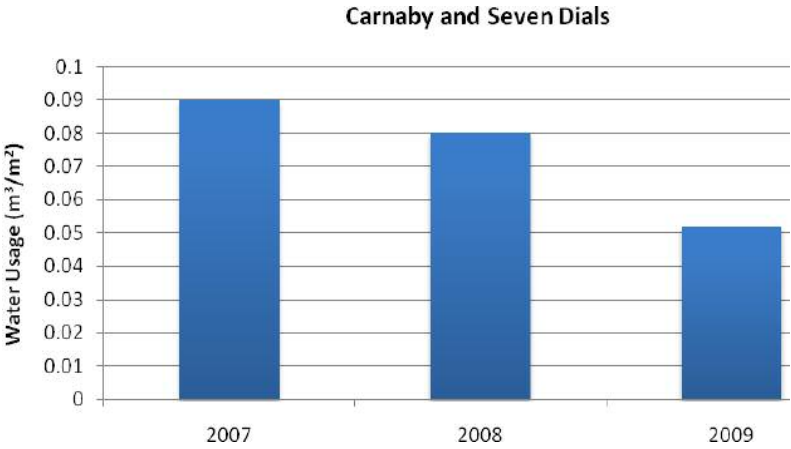
The Head Office is a leased premise, hence the use of water is part of the lease and is currently not monitored. However, usage is considered to be minimal and restricted to staff welfare facilities. Within the reporting year, changes have been made from using water coolers in the office to filtered tap water, which will reduce associated impacts arising from transportation, packaging etc.

Owing to its standard office use, there are no water emissions from the property other than standard sewerage.

The Managed Portfolio

Water usage within properties is generally only monitored in Carnaby and Seven Dials and this was found to have decreased significantly in 2009.

Water is not monitored within tenanted properties in Chinatown/Opera Quarter and it is considered inappropriate to install meters for the very small volume of water used in the common parts. However, a meter was installed in 2006 for the water supply to South Service Yard which, due to cleaning activities, has the highest water use in this part of the portfolio. Water use has remained fairly constant for this usage, following a decrease in 2007 when steam cleaning was introduced. This area is used for the storage of waste items and requires regular cleaning and, therefore, the use of a relatively significant volume of water. The bin area in Horse & Dolphin Yard is also cleaned daily, but this area is not metered.



Within the new Berwick Street part of the portfolio only one property currently has a meter and insufficient readings were available to provide usage data for the reporting period.

Shaftesbury is not responsible for any trade effluent or discharge consents from any of its sites (a tenant responsibility) and water emissions other than to the standard sewerage system are considered unlikely.

Refurbishments

Water efficiency measures incorporated vary between schemes, but often include dual flush WCs, with other features such as low flow taps, motion detectors / timers for urinal flushing, low flow showers and energy efficient appliances being specified in some locations. The Shaftesbury specification checklist prompts these to be considered at an early stage in the design process; however, from the completed checklists it is apparent that water efficiency measures are not always incorporated into tenanted areas. This is considered to be an area where Shaftesbury could have a positive impact on tenants’ activities throughout the lifetime of the building.

Wastewater generated on site during refurbishment would be disposed of by the sewerage provider or, if considered to be hazardous, would be collected by a specialist contractor.

Use of Materials

Head Office

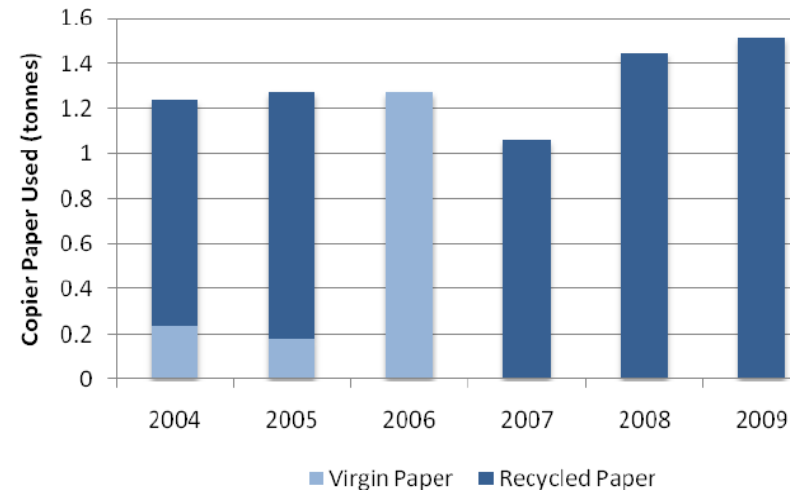
Paper usage is considered to be the key use of materials at Head Office. Usage has increased slightly in 2009 with 1.5 tonnes used compared to 1.4 tonnes in 2008.

Refurbishment Sites

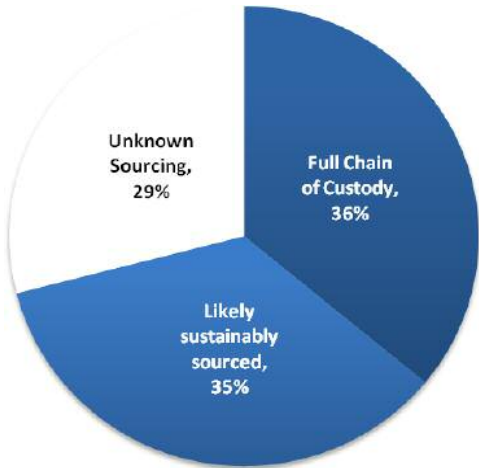
Within refurbishment projects, there is the potential for significant use of raw materials. However, by the nature of reusing buildings rather than constructing new-build properties, Shaftesbury is significantly reducing the need for raw materials.

The specification checklist issued to all project managers ensures that the re-use and prudent use of raw materials is considered at an early stage of the design process. The use of materials is then dictated by the specification that is included within the contract tender documentation to the contractor. Shaftesbury encourages contractors to try and re-use as many features (e.g. fireplaces) as possible. If they are not used in their original location, they will be used elsewhere in the portfolio. This year, during redevelopment of an office in Chinatown, Shaftesbury was able to reuse redundant light fittings from the Thomas Neal Centre which had been disused for some time.

Shaftesbury is not a significant user of timber and project managers and contractors are encouraged to reuse as much of the existing timber as possible during refurbishment work.



Estimate of Reuse within schemes	Volume Timber Purchased (m ³)	% Sustainably Sourced (with full Chain of Custody details)	% Likely Sustainably Sourced (without full Chain of Custody)	Total % Likely Sustainably Sourced
Up to 93%	241	36	35	71



Where timber is purchased, the aim is for the sourcing of sustainably sourced products, particularly those certified to the Forestry Stewardship Commission (FSC) or Programme for the Endorsement of Forest Certification (PEFC) schemes. Shaftesbury has set internal targets for 50% to be sourced from sustainable supplies and for all hardwood to be sustainably sourced. Whilst Shaftesbury has not strictly achieved its target of 50% due to absence of full Chain of Custody details in some cases, the proportion likely to be sustainably sourced significantly exceeds the target. This includes all formally certified timber plus sourcing of timber from suppliers which have confirmed that a high proportion of their timber is from sustainable sources, but where full Chain of Custody details were not provided (i.e. where the contractor did not specify that full paperwork was required or where suppliers not certified to provide Chain of Custody were used). A summary of timber sourcing for all refurbishment schemes is provided in Appendix J.

Shaftesbury maintains a policy commitment to only use legally sourced timber, and this is clearly required in all specification documentation. The company also goes beyond legal compliance by requiring all hardwoods to be certified. Whilst these are likely to have been sustainably sourced in 2009, this cannot be guaranteed from the evidence provided.

No refurbishment projects in the reporting year reportedly incorporated the use of any materials containing CFCs and HCFCs.

The vast majority of the refurbishment sites require the use and storage of paint, and other potentially hazardous materials such as glues. Storage is generally considered to be satisfactory and the majority of sites have spill kits.

Biodiversity

The majority of sites within the portfolio are of a small size and are laid entirely to building / hardstanding cover. Where possible, features such as window boxes and terraces are included, however, these are considered to be of limited ecological value. Consequently, there is rarely any vegetation on site and few opportunities available to enhance biodiversity. A new initiative considered suitable for many of Shaftesbury's schemes and already installed at one of the properties on Berwick Street is the installation of bird boxes. Several additional schemes are currently in the planning process and are likely to incorporate bird boxes upon redevelopment. Within the Longmartin scheme green roofs will be incorporated, together with bird and bat boxes.

BREEAM

Whilst Shaftesbury does not require the formal certification of schemes to the Building Research Establishment's Environmental Assessment Method (BREEAM), the sub-contractor checklists are designed to follow the principles of the scheme and to encourage environmental factors to be considered during design, specification and refurbishment works. The Longmartin scheme is being formally assessed under BREEAM; Phase C (former NCP Building) has already achieved a 'Very Good' certificate and the remainder is on track to achieve the target.

Construction Site Impacts

Construction site impacts such as noise and dust are controlled on site by the contractor. Damping down occurs on sites where dust and mud may be an issue and all sites adhere to local authority noise restrictions. Noisy works are generally undertaken in consultation with neighbouring properties and at restricted times of day.

Air Emissions

Shaftesbury's activities are not considered to result in significant emissions to air (other than carbon emissions discussed in Section 4). Air conditioning is generally not included within properties and, should any redundant systems be included within property purchases or encountered during refurbishment works, specialist contractors are employed to remove and dispose of any ozone depleting substances.

Recommendations

- Encourage additional tenants to use recycling facilities managed on behalf of Shaftesbury and promote other third party schemes where appropriate.
- Undertake a pilot study within Berwick St on properties with some office tenants to see if a central recycling point could be provided by Shaftesbury.
- Aim to incorporate recycling facilities within properties during refurbishment activities.
- Aim to incorporate water efficient fittings in refurbishment schemes.
- Install water meters within Berwick Street properties where appropriate, and particularly during refurbishment.
- Contractors to retain all timber supply invoices and ensure that full chain of custody details are recorded.
- Incorporate ecological enhancement measures (e.g. bird boxes) where appropriate.

6.0 Health and Safety Management and Performance

	Head Office	Managed Portfolio	Refurbishment Sites
H&S incidents	0	0	0 (1 improvement notice and 1 prohibition notice)

Head Office

Shaftesbury continues to provide health and safety training to members of staff, including fire safety and first aid.

The Managed Portfolio

As part of Shaftesbury’s Estate Management Services Specification, there is a requirement for the managing agents to maintain up to date safety risk assessments, asbestos registers, fire risk assessments and Disability Discrimination Audit for all properties and to review these annually.

All sub-contactors working for the property managers undertaking ongoing maintenance of the portfolio work to the health and requirements of the principal agents. Health & safety policies are required as part of standard contract.

Refurbishment

RPS was provided with details of health and safety issues raised by the Health and Safety Executive (HSE) at two of the thirteen refurbishment sites during the reporting year:

- An Improvement Notice was issued at the Longmartin site relating to the absence of a system in place for ensuring that persons slinging loads on vehicles have adequate protection against falling. Lifting arrangements at the time of the inspection were found to be insufficient to ensure that loading operations using the crane were properly planned, appropriately supervised and carried out in a safe manner. Immediate measures were taken by the contractor, Killby & Gayford, to rectify the situation and a letter response outlining these measures was provided to the HSE.
- At 45 Berwick Street a number of points were raised within a note prepared during an inspection by the HSE. The most notable related to men working at roof level where falls of 3m were possible and materials were being stored in a manner which could allow materials to fall on people

below. A Prohibition Notice was served prohibiting work on the roof until the matters were resolved. The scaffolding was noted to be incomplete and incorrectly assembled in some areas.

Where asbestos-containing materials or other health & safety hazards are identified during refurbishment, these are typically removed by a specialist contractor rather than left in situ.

Recommendations

- Continue to ensure appropriate training is provided and zero notifiable incidents status is maintained.

7.0 Community and Social Issues

Employment

Equal Opportunities

Shaftesbury has a total of nineteen employees with seventeen based in its Head Office and two on site. Two of these employees are part time. The CR Policy is supported by an Equal Opportunities Policy (signed and dated September 2006), which contains policy statements with respect to recruitment and promotion, job descriptions and selection, training, disabilities, harassment and complaints.

There remain five women in senior executive positions (71% of senior executive staff, excluding directors) and there is also one female non-executive on the Board. In addition, since Shaftesbury only has 19 staff, a number of specialist advisors are employed by the company to provide the necessary expertise – including lawyers, accountants, surveyors, project managers etc. Of these, women represent 50% of the senior advisors.

Training

CR Awareness Training has been undertaken annually since August 2002 for all Shaftesbury staff as well as key suppliers such as the project managers and managing agents. It is considered unnecessary for the internal Shaftesbury staff to have more detailed training given that their remit is to oversee the management of the property portfolio and they rely on the project managers and property management agents to deal with day-to-day issues relating to environmental, health & safety and social issues.

Given the small number of staff, the most effective measure is the percentage that receive training for the benefit of their jobs – this figure has been retained at 100%. Training and development needs are assessed as part of the annual review process for all employees including Directors, undertaken in November 2008. In addition, executive and non executive Directors' needs are assessed as part of the annual board evaluation process. Professional staff attend appropriate training as required to maintain their Continued Professional Development (CPD).

Employee Development

In October 2005, a formal review process was initiated which allowed individuals to identify goals to work towards for each year as well as identify training requirements. This process has proved successful and is repeated annually.

Shaftesbury also welcomes young people to work in the office and gain valuable experience of a professional workplace. During 2008-09, four individuals at undergraduate level worked for short periods during their summer vacation on specific research projects.

Staff Welfare

Flexible working is accommodated according to individual circumstances and the holiday allowance is five weeks. Employees receive comprehensive employment packages and receive the same benefits as Directors.

Community

Value of Community Investment	% of Company's Pre-Tax Profit
£738,659	3.47%

General

Shaftesbury is proactive in addressing its responsibility to the local Community and the CR Policy identifies Shaftesbury's approach to charitable giving and involvement with the community within its areas of investment in London's West End. The company has long established relationships with several organisations which are directly relevant to its business.

Support is provided to a number of organisations involved in the arts, theatre and music together with support and involvement with community groups and charities which are addressing important local issues. In addition, the Group continues to work closely with local statutory bodies to maintain and improve the local environment.

The Group also provides financial support and advice to the National Campaign for the Arts, the Art Fund, the Association of British Orchestras, the Donmar Theatre, the Royal Shakespeare Company and the Theatres Trust. Other organisations which the Group has supported during the year include: the London branch of the Samaritans (located in Carnaby), the Hungerford Drugs Rehabilitation Project (located in Chinatown), the Soho Family Centre, the Soho Green Charity, the London Chinatown Chinese Association, Chinatown Arts Space, the Chinatown Working Party, the Seven Dials Trust, the Yellow Earth Theatre Company, The Tennis Foundation and Victim Support Westminster Limited.

Shaftesbury's strategy of developing clusters of buildings within discrete areas such as Carnaby, Seven Dials, Chinatown and Berwick St lends itself to more community involvement as the company and its managing agents are directly involved in estate management, any community issues that may arise and ongoing liaison with the local authority. The strategy also enables Shaftesbury to make choices which benefit the community, such as the ongoing lease of properties in Carnaby to individual stores, and the refurbishment of disused office space into much needed residential space in the heart of London. Shaftesbury reviews each purchase and its proposed use carefully to ensure it will fulfill the needs of the estate and the company's overall objectives. Community benefits result from refurbishment of previously disused or run-down properties and Shaftesbury also contributes to street cleaning and improvements, such as the resurfacing of Rupert Court in Chinatown which commenced at the year end.

Within its managed portfolio Shaftesbury continues to maintain strong community links by providing a full time on site estate manager in each of its key locations: Carnaby Street, Seven Dials, Chinatown and Berwick St. These estate managers act as interface between Shaftesbury and the tenants as well as the local Councils.

Shaftesbury continues to encourage payroll giving. The amount donated is at the discretion of the individual employee and the administration costs paid by Shaftesbury.

Initiatives for 2008-09

As in previous years, Shaftesbury partnered with Barnados and specifically gave the charity 69 Broadwick Street, Carnaby for a month in December 2008. This provided Barnados with the opportunity to create awareness for the charity, and also enabled it to sell a significant amount of vintage clothes and accessories - mainly celebrity offerings - to the value of £26,000.

Another initiative supported and sponsored by Shaftesbury was the City Showcase which gave the opportunity to up and coming music artists to perform within the shops in Carnaby (10 in total). Launched in 2003, City Showcase is a not-for-profit company that has the objective of helping undiscovered talent make it in the commercial world. They work with musicians, performers, designers, artists, producers, directors, games developers and people in all creative disciplines by providing networking opportunities, workshops, information and showcasing opportunities. In Carnaby, workshops were set up throughout a five day period which were free (on a first come first served basis) where students could learn everything relevant to producing and performing music.

Furthering the support that Shaftesbury has for up and coming fashion talent and giving students a central London location to exhibit their work, Shaftesbury donated 63-65 Broadwick Street to the London College of Fashion for six months. The unit in Carnaby was used to showcase graduates' end of year shows and held six exhibitions in total.

As in previous years, other exhibitions have been put on in Carnaby and Seven Dials including allowing art students to show there work in empty units. Shaftesbury has not charged exhibitors rental but has asked them to donate to the Samaritans. In addition, the "Worthless" exhibition in 37 Endell Street in May raised in the order of £1,000 for the Multiple Sclerosis Society.

Shaftesbury also supported the Chinatown Art Space, which ran a competition resulting in the Marsh Award for Public Sculpture, with the winning sculpture *The Lion* (right) unveiled on Wardour Street in April 2009.

During the year, the Group has partnered local authorities and charities to promote and provide financial support for street and lighting improvement works in Carnaby, Covent Garden and Chinatown which will improve public safety and accessibility.

Recommendations

- Continue to partner local community groups and charities.
- Continue to mentor local companies to help them improve their involvement with the local community.



8.0 Communication and Stakeholder Engagement

Internal Communication

Shaftesbury continues to maintain a proactive approach to the communication of its CR performance to its key stakeholder groups: employees, customers and consumers, lenders and insurers, investors and analysts, local government, regulators, local communities and suppliers.

With respect to Shaftesbury’s internal stakeholders – the employees – the CR Policy has been issued to all Head Office staff and all attend an annual CR seminar, which reviews the contents of the Policy and progress against the Action Plan.

The forum for staff feedback is possible at monthly staff meetings and through the annual CR seminar. No staff questionnaires are issued, as it is not considered necessary within the structure of the company.

The CR Policy is issued to the Shaftesbury’s principal consultants who then include the Policy within contract documentation for subcontractors. All the key project managers and property management consultants attend the annual CR seminar.

External Communication

Investors & Shareholders



FTSE4Good

Brian Bickell and Jonathan Lane of Shaftesbury communicate regularly with the major investors in the company with respect to Shaftesbury’s business performance.



Shaftesbury continues to maintain its listing on the FTSE4Good Index and the internationally-recognised Dow Jones Sustainability Index. The company also continues to be a member of the Kempen SNS Socially responsible universe.



Membership is available only to those companies with the very highest standards and practice in the three areas of business ethics, human resources and the environment.

At the end of the reporting period, Shaftesbury was featured in the Carbon Disclosure Project's (CDP) Carbon Disclosure Leadership Index (CDLI). This index, a key component of CDP's annual FTSE 350 Report, highlights the constituent companies within the FTSE 350 Index which have displayed the most professional approach to corporate governance in respect of climate change disclosure practices. Companies are scored on their climate change disclosure and high scores indicate good internal data management and understanding of climate change related issues affecting the company.

The CDLI provides an evaluation tool for institutional investors. It comprises the top scoring 10% of companies in the FTSE 350 based on analysis of the responses to CDP's 2009 questionnaire which focused on greenhouse gas emissions, emissions reduction targets and risks and opportunities associated with climate change.

As in previous years, Shaftesbury published a summary of its performance against the Action Plan in its Annual Report for 2008 and made its CR audit report available publicly on the internet.

Tenants & Customers

There are over 800 tenants within the portfolio and Shaftesbury has personal contact with them all. These tenants range from a large number of small specialist businesses and restaurants, particularly in the Chinatown estate, to the larger retail lets in the Carnaby estate. Each tenant has direct contact with at least one director of the company and tenants are encouraged to contact the company with any issues or concerns. This is particularly the case for the Chinatown estate where specific cultural issues need to be recognised when dealing with the community. In addition, full time estate managers are on each of the key estates to deal with day-to-day problems.

Shaftesbury continues to maintain a close and direct relationship with its tenants, which has been further enhanced by the activities of the West End Marketing Alliance which brings together a range of businesses, all with a shared interest in the continued success of the West End through the maintenance and development of a strong business environment and residential community in

London's West End. Members include: Covent Garden London, Heart of London, New West End Company, Society of London Theatre, Visit London, Westminster City Council and The Portman Estate.

Shaftesbury has issued the CR Policy to its current tenants and all new tenants receive a copy of the CR Policy and a copy of the Tenant's Information leaflet, which was revised and reissued in October 2008. In addition, in June 2009 the Soho Community Environment Fund working with Shaftesbury and the National Magazine Company issued a questionnaire to all of Shaftesbury's tenants. The questionnaire was intended to explore with tenants issues relating to energy use and climate change and building use. Initial response was unfortunately low, and follow up actions are being considered.

Local Councils & Regulatory Bodies

Shaftesbury predominantly deals with Westminster City Council (WCC) but also with the London Borough of Camden. The company maintains direct contacts at Councillor and Senior Officer level. The main issues of concern relate to planning, solid waste removal, street lighting and street cleaning as exemplified by the recent resurfacing of Rupert Court in Chinatown which commenced at the year end.

Another key initiative is Shaftesbury's ongoing involvement with the Steering Group for a Soho Retrofitting and Sustainability for City Centres Project. The group includes representatives from the University of Westminster, English Heritage, WCC, the Soho Society, the Crown Estate, the Max Lock Centre and Central Cities Institute. The aim of the project is to look at sustainability in city centres, particularly those that are historic and focus on refurbishment and sustainability issues. The findings of the report were published earlier in the year with a number of recommendations which are under consideration by the parties involved.

Recommendations

- Continue to maintain proactive stance to stakeholder engagement and where appropriate maintain listing on recognised indices.
- Continue to monitor and report publicly on its performance. Use of the Company website and the Annual Report are considered to be the most sensible means of reporting.
- Ensure that managing agents issue the Policy to all new commercial tenants and new customers when granting new tenancies and also issue copies of the Tenants' leaflet.

- Continue to undertake awareness training for environmental/social responsibility of full time staff and principal suppliers to highlight Shaftesbury's performance against the Policy and Action Plan.
- Build on success of community investment schemes at Seven Dials and Chinatown, in particular, in celebration of 21 years of Shaftesbury's ownership of Seven Dials.

9.0 Progress Against Key Targets

Target 2008-2009	Comments	Achieved
Ensure findings of Considerate Constructors Scheme from 2008 Audit report are implemented at 100% of projects.	Some findings have been implemented, although similar issues have been raised during CCS audits in 2008-09.	In part
Provide good practice Guidance to tenants for use by their contractors during fit outs etc. which reflects Shaftesbury’s policies. To be trialled at Longmartin for 2008-09.	The Longmartin scheme is yet to be occupied by tenants and tenants have not begun the fit out process. This target is ongoing.	Ongoing
Maintain a watching brief to see if green tariff electricity is a financially viable option for use in Common Parts.	Green tariffs not considered to be financially viable.	Ongoing
Monitor use of long life light bulbs within common parts (aim for 100% utilization)	Use has been monitored. Utilisation target rate not achieved to date, particularly in the newer Berwick St area of the portfolio.	Ongoing
Investigate high water meter readings at 23 Ganton Street and 1a Earlham Street	Readings investigated by EA Shaw, the managing agent.	Yes
Maintain discussions with Westminster CC for identifying residential recycling point within Chinatown.	Discussions have been maintained, although a solution has not been achieved and is considered unlikely given space restrictions and other considerations such as noise.	Yes

Target 2008-2009	Comments	Achieved
Improve biodiversity within existing portfolio through use of bird nesting boxes at appropriate locations.	A bird box has been installed at one location and is planned for several other sites currently in the planning process.	Yes
Aim for BREEAM Very Good for the Longmartin development on its completion.	The Longmartin site is on track to achieve a Very Good rating.	In progress
Set an in-house target for the inclusion of a certain proportion of internal energy efficient lights in all refurbishment projects.	A target has not been set to date. This should be considered in 2009-2010 to increase energy efficient lighting above the Building Regulations Requirement.	No
Ensure that 100% of hardwood timber is sourced from a certified sustainable source.	This could not be confirmed during 2008-09 due to full Chain of Custody not being available for all timber procured at refurbishment sites.	Unconfirmed
Ensure that preferred suppliers demonstrate sourcing of a minimum of 50% of other types of timber from a certified sustainable source.	36% of timber has been confirmed as sustainably sourced and a further 35% is likely to be sustainably sourced, but full Chain of Custody was not provided.	Likely but not confirmed
Aim for suppliers to source a minimum of 10% timber from an FSC certified source.	9% has been confirmed through Chain of Custody and a higher percentage is expected (without full Chain of Custody)	Likely but not confirmed
Maintain last year's performance by achieving a minimum score of 26/40 on 80% of schemes audited.	Overall, 83% of schemes achieved the target.	Yes

Target 2008-2009	Comments	Achieved
Achieve zero legal non-compliance for 2008-09	No legal non-compliances have been reported.	Yes
Achieve zero reportable accident/incidents throughout 100% of the portfolio.	No accidents or incidents were reported (although the HSE served a prohibition notice on one site and made observations on another).	Yes
Ongoing support to key charities for 2008-09.	Support of charities has been maintained.	Yes
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.	Work has continued in the reporting year.	Yes
Continue to investigate opportunities to mentor big business in the estate and improve their community engagement.	Worked with West End Marketing Initiative to promote the environmental quality of the West End.	Yes
Meet with key investors to discuss their expectations.	Shaftesbury has engaged fully with all benchmarking agencies including DJSI, Trucost, Innovest, CDP, EIRIS and others.	Yes
Continue to provide CR awareness training to all staff and key suppliers with annual awareness training.	CR awareness training is provided annually.	Yes

Data Appendices

A Considerate Constructors Scheme Audit Results

Scheme	Managing Agent	Contractor	Score Visit 1	Score Visit 2	Key Issues Identified
6/8 Ganton St	F&T	Len Smith Builders	29	N/A	No site specific environmental plan/policy, energy and water use not monitored, no feedback on percentage of waste recycled, no branded company high-visibility clothing, no contact made with local college or school.
27 Catherine St	F&T	KPM Construction	23.5	25.5	Operatives should be encouraged to report all accidents and near misses, operatives' skills and medical conditions should be asked at induction, membership of the CCS should be mentioned to sub contractors and consultants and included within inductions. Issues appeared to have been rectified by the second visit, although a note was made that the contact information needed to be changed.
22 Charlotte St	F&T	Len Smith Builders	24	N/A	Signage for visitors recommended, operatives smoke outside, no formal environmental policy, no feedback on percentage of waste recycled, no seating, not clean, operatives leave site in work clothes, recommend photos of first aiders
2 Gerrard Place	F&T	KPM Construction	25	26	Operatives noted to be smoking onsite and the site referred to as untidy. By the second audit, the CCS representative only noted the smoking arrangements.
21/24 Newport Ct	F&T	Roots Contractors	30.5	30	No monitoring is undertaken of carbon footprint, no disabled toilet present, location plan for hospital required, no fire drills had been undertaken and there was no site ID card system. Similar comments were recorded during the second visit.
58/60 Shaftesbury Ave	F&T	KPM Construction	30	N/A	Suggestions were made to add CSCS cards of visitors, smokers use the street, it was unclear whether the company had an environmental policy and it was noted that consideration should be given to an environmental notice board for monitoring and to track process against targets. Consider first aid stickers on helmets and recording sub contractors who are first aiders. Similar comments for second audit.
31 Catherine St	F&T	Scott Osborn	30	N/A	Emergency contact details should be held on site and there should be a separate folder for CCS issues.
36 Wellington St	F&T	Kingswood	21	25	There was no monitoring of carbon footprint and the site was noted to be generally untidy with a very basic eating area. There was no complaint book, poor facilities, no procedure on behaviour, no site specific safety plan, no emergency escape routes identified to visitors, no fire drills and no incentives for safety. By the second audit, the issues had been addressed.
17 Catherine St	F&T	KPM Construction	28	28	Access was noted to be shared for operatives and materials, there was no feedback on actual recycling rates and the site did not measure carbon emissions. Welfare facilities were short of industry standard with no lockers or showers. It was noted that a door bell could casual visitors and that skills and medical conditions should be registered, in addition to including improved signage. Comments were similar for the second audit.
C Enabling Works	SPPM	Keltbray	33	34	Smokers used the street.

Scheme	Managing Agent	Contractor	Score Visit 1	Score Visit 2	Key Issues Identified
D&E Enabling Works	SPPM	Keltbray	32	33.5	Smokers use the street, no contact had been made with the local school or community and a female toilet was not provided. During the second audit, it was noted that smokers were still using the street.
12-13 Kingly St	SPPM	Kingswood	28.5	29	Environmental issues were not included in the induction, there was no 24 hr hotline in place and the scaffold was not boxed in. The site manager was not aware of the nearest A&E and the information was not displayed. During the second audit further comments were made about the induction process and scaffolding, in addition to no feedback reports being available on recycling rates.
45 Berwick St	TFT	Sutherland	27	29	No letters had been sent to neighbours of the remote site office, smokers used the street, there was no environmental policy, no monitoring of energy or water or targets set, no company procedures for complaints, operatives leave work in soiled clothes, there are no toolbox talks and the scheme is not included in the induction process. During the second audit, similar comments were made. no introduction had been made to neighbours of the remote office, environmental policy, energy targets, work clothes etc
31 Berwick St	TFT	Fileturn Ltd	29	N/A	Energy and water use not monitored, no feedback provided on percentage recycled, CSCS cards not recorded.
Phase B Main Contract, Longmartin	SPPM	Killby and Gayford	32.5	33.5	Energy not monitored, no feedback provided on percentage recycled, no viewing points provided, no fire drill held. Comments similar during second audit.
Phases C, D and E main contract, Longmartin	SPPM	Wates	32	35	No showers, no separate folder for CCS issues, recommended more signage for neighbours. During the second audit, it was noted that showers were still not available.
Soccerscene, Carnaby	SPPM	Lakemead	31.5	N/A	Recycling feedback reports not received
27/28 Kingly St	SPPM	Lakemead	29	31	Operatives' emergency contact details not held on site, no separate file or folder for CCS issues. During the second audit, it was noted that recycling feedback not yet available and that mobile phone use was discouraged but not specifically restricted owing to low risk.

B Energy Usage and Carbon Emissions

		2003	2004	2005	2006	2007	2008	2009
Usage (KWh)	Head Office	53,761	56,254	60,277	41,703	51,342	50,747	61,019
	Carnaby	232,821 (6 months)	806,371	1,231,107	1,109,912	947,732	964,280	1,019,596
	7 Dials	No data	578,108	641,642	663,438	799,187	860,301	911,500
	Chinatown	84,471	337,886	612,523	364,610	363,349	263,476	371,757
	Opera Quarter	-	-	-	-	43,152	72,930	99,842
	Berwick St	-	-	-	-	-	-	32,831

		2003	2004	2005	2006	2007	2008	2009
Carbon Emissions (tonnes CO2)	Total	138,232	1,778,619	2,545,549	2,179,663	2,204,762	2,211,734	2,496,545
	Head Office	28.4	30.2	25.9	22.5	27.9	27.6	33.2
	Carnaby		432.7	661.5	599.5	515.7	524.7	554.8
	7 Dials		310.2	344.7	358.3	434.9	468.2	496.0
	Chinatown	44.5	181.3	329.1	196.9	197.7	143.4	202.3
	Opera Quarter	-	-	-	-	23.5	39.7	54.3
	Berwick St	-	-	-	-	-	-	17.9
	Total	72.9	954.5	1,361.2	1,177.3	1,199.8	1,203.6	1,358.6
Floor area (m2)	Head Office	519	519	519	519	519	519	519
	Carnaby	No data	49,887	49,887	49,887	49,887	49,887	49,887
	7 Dials	No data	26,941	26,941	26,941	26,941	26,941	26,941
	Chinatown	No data	31,958	31,958	31,958	37,983	50,201	50,201
	Opera Quarter	-	-	-	-	8,231	8,231	8,231
	Berwick St	-	-	-	-	-	-	2,520
		Total	519	109305	109305	109305	123561	135779
Normalised data (tonnesCO2 /m2)	Head Office	0.05	0.058	0.050	0.043	0.054	0.053	0.064
	Carnaby	-	0.009	0.013	0.012	0.010	0.011	0.011
	7 Dials	-	0.012	0.013	0.013	0.016	0.017	0.018
	Chinatown	-	0.006	0.010	0.006	0.005	0.003	0.004
	Opera Quarter	-	-	-	-	0.003	0.005	0.007
	Berwick St	-	-	-	-	-	-	0.007
		Average	0.055	0.084	0.086	0.075	0.088	0.089

Note: Previously carbon emissions data has been backdated according to Defra's September 2009 Guidelines for Greenhouse Gas Reporting.

C Staff Travel

	Approximate Return Distance (km)	Number Journeys	Total Distance (km)	Carbon Emissions (tonnes CO2)
London to Nice	2100	6	12600	1.36
London to Barcelona	2300	3	6900	0.75
London to Amsterdam	740	2	1480	0.16
London to Berlin	960	4	3840	0.42
London to Stockholm	1470	2	2940	0.32
London to Edinburgh	1080	2	2160	0.41
London to New York	11120	1	11120	1.37
Total	19770	20	41040	5

D Long Life Bulbs

Estate	Proportion of Long-life Bulbs (%)				
	2005	2006	2007	2008	2009
Chinatown (fitted during reporting yr)	-	-	-	50	62
Carnaby	55	65	69	73	74
Seven Dials	20	20	94	96	96
Berwick Street	-	-	-	-	5

E Waste Recycling Data – Head Office

	2004	2005	2006	2007	2008	2009
Paper Recycled (tonnes)	6.3	5.0	4.6	4.6	7.0	4.6

F Waste and Recycling Data – Carnaby and Seven Dials

Site	Breakdown	Waste Collected (tonnes)			Waste Proportions (%)		
		2007	2008	2009	2007	2008	2009
Kingly Court	General	131	122	165	54%	50%	52
	Recycled	112	123	154	46%	50%	48
	Total	243	245	319	100%	100%	100
Carnaby Court	General	195	270	545	96%	82%	76
	Recycled	9	60	170	4%	18%	24
	Total	204	330	715	100%	100%	100
Ganton House	General	103	0	0	62%	0%	0
	Recycled	62	77	85	38%	100%	100
	Total	165	0	85	100%	100%	100
Thomas Neal's	General	164	85	99	94%	60%	69
	Recycled	11	56	45	6%	40%	31
	Total	175	141	144	100%	100%	100
All areas	General	584	486	809	74%	68%	64
	Recycled	205	228	454	26%	32%	36
	Total	789	714	1263	100%	100%	100

G Water Usage - Carnaby and Seven Dials

Property	Water Usage (m ³)		
	2007	2008	2009
41-45 Beak Street	- (a)	-	
47 Beak Street	31	27	19
46 Broadwick Street	43	45	49
5-7 Carnaby Street	-	-	
22 Carnaby Street	42	54	45
28 Carnaby Street	65	51	37
30 Carnaby Street (meter 1)	-	86	78
30 Carnaby Street (meter 2)	-	-	
39 Carnaby Street	69	81	65
46-47 Carnaby Street	-	-	
48-49-51 Carnaby Street	-	-	
4 Ching Court	-	45	52
5 Ching Court	-	164	175
1a Earlham Street -1 st /Basement	209	362	284
1a Earlham Street - 2 nd	104	111	127
1a Earlham Street - 3 rd	83	121	115
1a Earlham Street - 4 th	464	967	
23-25 Fouberts Place	-	169	161
30-32 Fouberts Place	-	19	10
26 Fouberts Place	10	10	19
14-22 Ganton St - 1 st	307	250	47
14-22 Ganton St - 2 nd	371	434	395
14-22 Ganton St - 3 rd	102	128	231
14-22 Ganton St - 4 th	109	226	137
14-22 Ganton St - 5 th	248	297	126
14-22 Ganton St - 2 nd	55	181	187
14-22 Ganton St - 3 rd	157	90	66
14-22 Ganton St - 4 th	11	12	25
23 Ganton St	700	678	468
26 Kingly St	426	New meter	
16 Neal Yard	-	-	
3 Newburgh St	41	43	
Total Usage (m³)	3,647	4,651	2,918
Number of Meters	32	32	32
Total Number of Properties	21	21	21
Total Area of Properties (m²)	76,818	76,818	76,818
Approx. Area coverage of readings (m²)	40,253	59,995	57,614
Usage by area (m³/m²)	0.09	0.08	0.05

H Water Usage - Chinatown

Water Usage (m3)				
	2006	2007	2008	2009
South Service Yard	368	286	304	284

I Paper Usage – Head Office

	2004	2005	2006	2007	2008	2009
Paper Usage (tonnes)	1.2	1.3	1.3	1.1	1.4	1.5
Proportion from recycled supply (%)	81	86	0	100 (from summer)	100	100

J Timber Sourcing – Refurbishment Schemes

Site Name	Project Manager	total volume (m³)	Volume Certified with CoC	% certified	% FSC	volume FSC	% PEFC	volume PEFC	% MTCC	volume MTCC	% likely certified but no CoC	volume likely certified
6/8 Ganton St	F&T	1.60	0.0	0.0	0.00	0.000	0.000	0.000	0.000	0.000	70	1.120
27 Catherine St	F&T	27.21	3.3	12.2	12.22	3.324	0.000	0.000	0.000	0.000	59.6	16.204
22 Charlotte St	F&T	5.75	0.0	0.0	0.00	0.000	0.000	0.000	0.000	0.000	70.0	4.022
2 Gerrard Place	F&T	7.74	4.7	60.7	37.14	2.876	23.520	1.821	0.000	0.000	8.5	0.657
21/24 Newport Ct	F&T	37.58	23.4	62.3	3.89	1.463	49.223	18.497	9.213	3.462	0.000	0.000
58/60 Shaftesbury Ave	F&T	7.31	0.4	5.9	5.85	0.428	0.000	0.000	0.000	0.000	41.9	3.067
31 Catherine St	F&T	4.06	2.0	49.6	45.28	1.839	4.334	0.176	0.000	0.000	0.000	0.000
36 Wellington St	F&T	17.41	13.7	79.0	1.23	0.214	77.724	13.535	0.000	0.000	0.000	0.000
17 Catherine St	F&T	43.21	0.1	0.2	0.20	0.088	0.000	0.000	0.000	0.000	69.8	30.157
C,D&E Enabling Works	SPPM	none	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
12-13 Kingly St	SPPM	43.85	38.8	88.5	0.87	0.384	87.653	38.437	0.000	0.000	0.000	0.000
45 Berwick St	TFT	43.44	0.0	0.0	0.00	0.000	0.000	0.000	0.000	0.000	66.0	28.664
31 Berwick St	TFT	2.05	0.0	0.0	0.00	0.000	0.000	0.000	0.000	0.000	70.0	1.432
<i>total volume</i>		241.21	86.54	-	-	10.62	-	72.47		3.46	-	85.32
<i>% certified with Chain of Custody</i>			35.88			4.40		30.04		1.44		35.37
<i>% likely certified</i>			35.37									
<i>% certified including 'likely'</i>			71.25									
<i>average % per site</i>		-	-	29.86	8.89	-	20.20	-	0.77	-	37.98	-