

# FUTURE TARGETS

We set ourselves rigorous annual targets across our five material areas. Hammerson has also set itself longer term targets relating to carbon emissions and waste across its managed portfolio.

## 1 CLIMATE CHANGE AND ENERGY

	Target	Scope
UK / France	<p>ROLLING TARGET FOR 2010: Reduce carbon emissions associated with landlord provided energy (for shared services) in the managed portfolio by 2010 against a 2006 baseline, by the following amounts:</p> <ul style="list-style-type: none"> <li>• 19% for UK shopping centres</li> <li>• 19% for UK offices</li> <li>• 11% for France.</li> </ul>	Aggregated for like-for-like managed shopping centres in the UK and France. Aggregated for like-for-like managed offices in the UK and France.
UK	Measure the carbon footprint (including energy and transport emissions) of six UK managed properties.	2 shopping centres, 2 retail parks, 2 offices.
France	Deliver Diagnostic of Energy Performance to all assets that require them under legislation.	All managed properties in France.
France	<p>Complete the following transport-related initiatives in France:</p> <ul style="list-style-type: none"> <li>• investigate how people travel to our centres</li> <li>• research which opportunities and technologies could reduce our environmental impact</li> <li>• review implications of these opportunities and technologies.</li> </ul>	Corporate.
UK	Develop a corporate climate change and carbon management policy.	Corporate.
UK / France	Develop a standard monitoring and reporting template for the measurement of energy, water, waste and timber. Introduce this reporting template on all construction sites.	Development Working Group, UK and France.
UK / France	<p>Establish appropriate sustainability implementation plans for:</p> <ul style="list-style-type: none"> <li>• design and construction of retail parks and refurbishment activities (UK)</li> <li>• design and construction of all new developments (France).</li> </ul>	UK and French Development Working Groups.
UK	Investigate the design of car parks and the applicability of including adaptable and flexible design components in order to facilitate potential changes of use.	UK Development Working Group, France Development Working Group.
France	Investigate and report on the impact of updating the technical conditions of the 'Cahier Des Charges' (Project Scope Statement) to include sustainability and to anticipate future legislation.	France Development Working Group.
UK / France	Based on the 2008 climate change mitigation and adaptation report develop an action plan to implement the findings within the existing portfolio and SIPs for developments.	For existing portfolio: Managed retail (shopping centre only) portfolio. For developments: All developments in design stage during 2009.

## 2 RESOURCE USE

Target		Scope
UK / France	ROLLING TARGET FOR 2013: Increase the proportion of waste diverted from landfill through recycling across the managed portfolio by 2013 to the following amounts: <ul style="list-style-type: none"> <li>• 75% for UK shopping centres</li> <li>• 75% for UK offices</li> <li>• 50% for France.</li> </ul>	Managed shopping centres in the UK. Managed offices in the UK. Managed shopping centres in France.
UK / France	Target an environmental rating for all projects: <ul style="list-style-type: none"> <li>• BREEAM excellent rating</li> <li>• BREEAM Very Good for Retail Parks</li> <li>• HQE rating in France.</li> </ul>	UK – all developments during design stage. France – all developments that are entering in to design phase in 2009.
France	Complete a BREEAM rating for one project in France against the new BREEAM Europe system and compare outcomes with the HQE standard methodology.	One development – design stage.
UK	Target a 30% reduction on energy efficiency standards below 2006 Building Regulations Part L.	All developments – design stage.
UK	Target level 4 of the Code for Sustainable Homes on all residential projects.	Residential developments – design stage.
UK / France	Reuse or recycle waste produced during construction: <ul style="list-style-type: none"> <li>• 80% for developments and refurbishments in the UK</li> <li>• 55% for developments and refurbishments in France.</li> </ul>	All developments and refurbishments – construction stage.
UK	Develop a biodiversity action programme for all existing assets to identify opportunities for improvement.	UK Operations Group.
UK	Investigate the feasibility of off-site logistics centres for deliveries and recycling activities during both construction and operation phases in order to inform the design of future developments.	UK Development Working Group.
UK / France	Carry out the following water use initiatives: <ul style="list-style-type: none"> <li>• undertake an audit of water consumption throughout the managed portfolio</li> <li>• use this information to set a rolling target from the 2008 baseline</li> <li>• develop an implementation plan to reduce consumption.</li> </ul>	Managed shopping centres in the UK. Managed offices in the UK. All French properties.
UK / France	Evaluate the impact of ISO14001 certification in selected assets with a view to implementing a more structured environmental risk management programme.	Managed portfolio. One office building in France.

### 3 COMMUNITY REGENERATION

	Target	Scope
UK / France	Implement the guidance note for best practice community consultation during the development process.	All developments – design and construction stages.
UK	Develop a programme for delivery of skills academies as part of our commitment to the National Skills Academies.	UK Corporate Group.
UK	Develop and implement a community framework.	UK Corporate Group.
UK / France	Implement the London Benchmarking Group toolkit to improve our measurement of community investment in-line with this model.	UK managed portfolio and new developments. France managed portfolio.
UK / France	Organise a Hammerson in the community day and an environmental or social day.	Corporate.

### 4 SUPPLY CHAIN

	Target	Scope
UK / France	Review Hammerson's responsible procurement procedures for key impact suppliers, including: pre-tender qualifications; selection/evaluation procedure; contractual arrangements. (Counts as two targets: Operations and Development.)	UK Development Working Group. France Development Working Group. UK – All operational management procurement activity. France – only the shopping centres where we have full control.
UK / France	Design and implement a Responsible Procurement Framework for ongoing management, monitoring and performance reviews of key impact suppliers. (Counts as two targets: Operations and Development.)	All developments – design and construction stage (UK). UK – All operational management procurement activity. France - only the shopping centres where we have full control.
UK	Deliver a BREEAM Rating for management and operations.	1 office/1 shopping centre in the UK.
UK	Develop a sustainability checklist for all managing agents to be completed on a half-yearly basis and complete one iteration by the end of 2009.	Managed offices and retail parks in the UK.
UK	Develop a sustainability engagement plan for Hammerson's leasing agents.	UK Operations Group.

## 5 CUSTOMERS

	Target	Scope
UK / France	Design post occupancy evaluations for all newly completed developments and carry out the evaluations six months after completion.	UK for all developments completed in 2008. France to complete for new head office only.
UK / France	Complete the following initiatives with tenants: <ul style="list-style-type: none"> <li>• identify key customers to partner with to create an exemplar sustainability best practice fit-out in the UK</li> <li>• sign 50 Green Leases in France.</li> <li>• distribute tenants' requirement guide to 50 tenants in France.</li> </ul>	1 retail park/1 shopping centres/1 office.
UK / France	Distribute and implement the tenants' sustainability guide for all office tenant fit-outs.	Whole office portfolio (non FRI).
UK / France	Achieve an exemplar sustainability best practice fit-out.	One tenant for 1 retail park or 1 Shopping Centre or 1 office – managed portfolio for UK only. One tenant for 1 Shopping Centre for France.
UK / France	Develop green groups at all existing assets and agree a joint improvement plan with occupiers.	Managed shopping centres in the UK. Managed offices in the UK. Managed shopping centres in France.

## KNOWLEDGE AND REPORTING

	Target	Scope
UK	Hold an investor presentation informing them of our CR approach and delivered outcomes.	Corporate.
UK / France	Based on the results of the 2008 sustainability knowledge gap analysis survey, create: <ul style="list-style-type: none"> <li>• a personalised sustainability training and education plan (UK)</li> <li>• a sustainability knowledge training programme for all staff (France)</li> <li>• specific technical sustainability training for development teams (France).</li> </ul>	Corporate.
UK	Develop a mentoring programme for the Hammerson Group.	Corporate.
UK	Develop a volunteering programme for the Hammerson Group.	Corporate.
France	Complete a review and gap analysis against all industry sustainability indices and benchmarks.	Corporate.
France	Publish a quarterly CR newsletter for all Hammerson France staff.	French Corporate Group.