

# Sustainability Action Plan 2017-2018



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Note: The timeframe of 2017–2018 for implementation of the objectives and targets is consistent with the financial year, which is 1st October 2017 to 30th September 2018.

# 1.0 Strategic goal: environmentally sustainable reuse and management of buildings

## Policy goal A: Comply with legal requirements

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
A1	<b>Comply with all legal and regulatory requirements</b>	<ul style="list-style-type: none"> <li>Review legislation checklists to ensure are current.</li> <li>Monitor environmental compliance on refurbishment and construction projects for 2017-18 using checklist</li> </ul>		RPS to liaise with: <ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Project Managers</li> <li>Managing agents</li> </ul>
	<b>Target</b>	<ul style="list-style-type: none"> <li>Achieve zero environmental non-compliance for 2017-18</li> </ul>	No. of non-compliances	All above

## Policy goal B: Before purchase, environmental audits are conducted where appropriate

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
B1	<b>Undertake environmental/building health surveys of properties prior to purchase if appropriate and continue to invest only in 'brownfield' sites</b>	<ul style="list-style-type: none"> <li>Ensure environmental/building health surveys are used to screen properties before purchase of all properties, including risks from climate change, rising water tables and localised flooding.</li> <li>Review acquisition checklist in line with GRESB and BBP as appropriate to portfolio.</li> </ul>		Shaftesbury/RPS
	<b>Target</b>	<ul style="list-style-type: none"> <li>Continue to achieve 100% use and regeneration of 'brownfield' land during expansion and refurbishment of portfolio.</li> </ul>	% of brownfield	Shaftesbury

## Policy goal C: Work with other stakeholders to investigate and promote solutions to reduce air pollution in the West End

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
C1	<b>Work with other local land owners, occupiers, local authorities and the Mayor's office to investigate and promote solutions to reducing air pollution in central London</b>	<ul style="list-style-type: none"> <li>Implement Air Quality Strategy</li> <li>Continue to work with tenants in Carnaby to coordinate deliveries to the managed portfolio through partnership with Anglo.</li> </ul>		Shaftesbury/ Managing agents

## Policy goal D: Shaftesbury requires its consultants and contractors to adopt best environmental practice in the design and refurbishment of the Group's property portfolio

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	
D1	<b>To operate in an environmentally sustainable manner throughout its activities and minimise the impact on climate change through use of BREEAM and increasing the EPC rating of properties being refurbished</b>	<ul style="list-style-type: none"> <li>Continue to refurbish existing buildings and promote the re-use of materials to reduce the need to introduce additional 'embodied' carbon.</li> <li>Continue to assess on project by project basis whether renewable energy technologies can be economically incorporated into future projects, including heat recovery technology.</li> </ul>		Shaftesbury  Shaftesbury/ Project Managers	
		<ul style="list-style-type: none"> <li>Encourage tenants to use the Better Building Partnership best practice fit out guide.</li> </ul>		Shaftesbury/RPS	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Achieve BREEAM Very Good for all new commercial developments.</li> <li>Achieve BREEAM Very Good for domestic and non domestic refurbishment schemes of a capital value above £1 million</li> <li>Aim for an EPC Grade B EPC rating on new build</li> <li>In all structural refurbishments of non listed buildings over £150,000 (excluding retail shell) that the existing EPC rating is improved to a C rating.</li> </ul>	BREEAM Score  BREEAM Score  EPC rating  EPC rating of C for structural refurbishments	Shaftesbury/SPPM  Shaftesbury/ Project Managers  Shaftesbury/SPPM  Shaftesbury/ Project Managers
D2	<b>Efficient use of energy and water</b>	<ul style="list-style-type: none"> <li>Project managers to use revised Specification and Contractor's checklists for all projects over £150,000 and in excess of 3 months duration.</li> </ul>		RPS/Project Managers	
D3	<b>Source timber from well managed sources, certified by third party certification schemes</b>	<ul style="list-style-type: none"> <li>Continue to maximise proportion of timber that is reused within projects and monitor for reporting purposes.</li> <li>Contractors to retain all timber supply invoices and ensure that full chain of custody details are recorded.</li> <li>RPS to collate information to identify proportion sourced from certified timber</li> </ul>		<ul style="list-style-type: none"> <li>Project managers</li> <li>RPS to audit</li> <li>Project Managers to ensure contractors retain invoices</li> <li>RPS to collate</li> </ul>	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Ensure that 100% of hardwood timber is sourced from a certified sustainable source.</li> <li>Ensure that preferred suppliers demonstrate sourcing of a minimum of 90% of other types of timber from a certified sustainable source.</li> <li>Aim for suppliers to source a minimum of 70% timber from an FSC certified source.</li> </ul>	% of hardwood timber from a certified sustainable source  % of other timber sourced from a certified sustainable source  % of FSC timber sourced	<ul style="list-style-type: none"> <li>Shaftesbury / Project Managers</li> <li>RPS to audit</li> <li>Shaftesbury / Project Managers</li> <li>RPS to audit</li> <li>Project managers</li> <li>RPS to audit</li> </ul>

## Policy goal D continued

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
D4	<b>Management and disposal of construction waste</b>	<ul style="list-style-type: none"> <li>Continue to monitor construction waste generated data for all projects above £150,000 and in excess of 3 months duration.</li> <li>Project managers to ensure waste transfer notes retained as part of contract documentation.</li> </ul>		<ul style="list-style-type: none"> <li>Project managers</li> <li>RPS to audit</li> </ul>
	<b>Target</b>	<ul style="list-style-type: none"> <li>Aim to reuse or recycle 90% of non-hazardous demolition and construction waste by weight</li> </ul>	% of reused or recycled waste for projects	Project managers
D5	<b>Improve biodiversity appropriate to the Group's urban location</b>	<ul style="list-style-type: none"> <li>Continue membership of Wild West End</li> <li>Implement five year Biodiversity Strategy.</li> <li>Continue to research opportunities of supporting bees in the capital with appropriate use of planters and window boxes.</li> </ul>		<ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Managing agents/ Project managers to implement</li> </ul>
	<b>Target</b>	<ul style="list-style-type: none"> <li>Increase area of biodiversity features by 10% throughout portfolio by focussing on Seven Dials, Chinatown and Soho.</li> <li>Implement green roof installation at a minimum of two locations</li> <li>Investigate opportunity for parklet</li> </ul>	Area of biodiversity features	<ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Managing agents/ Project managers to implement</li> </ul>
D6	<b>During construction the Company through its Project Managers will endeavour to minimise adverse impacts on the environment</b>	<ul style="list-style-type: none"> <li>Continue to provide all contractors with a copy of the Company Policy &amp; Specification questionnaires etc. in tender documentation</li> <li>Continue to issue Induction Leaflet to all contractors working on portfolio.</li> <li>Continue to ensure that there are minimal emissions to air and water given small scale and location of schemes in central London</li> <li>Monitor energy and water use on site throughout the life of the project.</li> </ul>		<ul style="list-style-type: none"> <li>Project managers</li> <li>Project managers</li> <li>Project managers</li> <li>Project managers</li> </ul>
	<b>Targets</b>	<ul style="list-style-type: none"> <li>Achieve zero reportable environmental incidents</li> <li>Ensure that a minimum of 80% water based paints are used to minimise pollution.</li> </ul>	<ul style="list-style-type: none"> <li>% schemes with zero incidents</li> <li>% of water based paints specified</li> </ul>	<ul style="list-style-type: none"> <li>Project managers</li> <li>Project managers</li> </ul>

## Policy goal E: Shaftesbury requires its managing agents to comply with its sustainability policies

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	
E1	<b>Maximise use of landlord procured renewable energy and reduce energy consumption in common parts</b>	<ul style="list-style-type: none"> <li>Continue to monitor energy consumption in Shaftesbury Head Office and common parts of portfolio</li> <li>Increase proportion of definitive floor areas that are being assessed against energy consumption.</li> <li>Implement step change findings from ESOS audits</li> <li>Obtain tenants consumption figures and collate for reporting purposes for whole buildings for REEB 2018.</li> </ul>		Managing agents to collect data  RPS to collate for reporting baseline	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Aim for wholly owned common parts normalised data to not exceed 0.05tonne CO<sub>2</sub>e/m<sup>2</sup></li> <li>Aim for 3% absolute reduction in landlord controlled energy consumption against 2017.</li> <li>Aim for 5% like for like reduction in landlord controlled energy consumption against 2017.</li> <li>When renewing energy contracts throughout the portfolio purchase 'green tariff' electricity when costs are within 5% of brown energy.</li> <li>Increase proportion of LED bulbs within common parts of managed portfolio and specifically for external lighting.</li> </ul>	Carbon per m <sup>2</sup> not to exceed target  % absolute reduction across portfolio  % like for like reduction across portfolio  % new contracts placed on green energy tariffs  % of LED bulbs within portfolio	Managing agents/ Shaftesbury  Managing agents/ Shaftesbury  Managing agents/ Shaftesbury  Managing agents/ Shaftesbury  Managing agents
E2	<b>Reduce Greenhouse Gas emissions within managed portfolio</b>	<ul style="list-style-type: none"> <li>Continue to monitor and report greenhouse gas emissions for landlord controlled portfolio including the Head Office.</li> </ul>		RPS/Shaftesbury	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Reduce Greenhouse Gas emissions by a rolling target of 5% from the baseline of 2015 by 2020.</li> </ul>		
E3	<b>Monitor and, where possible, minimise water consumption</b>	<ul style="list-style-type: none"> <li>Continue to investigate opportunities for including water meters in properties where Shaftesbury is responsible for water purchase.</li> </ul>		Managing agents	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Monitor water use in Carnaby/Seven dials common parts – aim for 75% reporting of readings.</li> <li>Increase coverage of water data collection in remainder of wholly owned portfolio</li> <li>Aim to reduce like for like water consumption by 5% from 2017</li> <li>Aim for usage at maximum of 0.5m<sup>3</sup>/m<sup>2</sup></li> <li>Monitor water use for South Service yard in Chinatown – maintain constant usage</li> </ul>	% of coverage  % of coverage  % reduction  Water use does not exceed 0.5m <sup>3</sup> /m <sup>2</sup>  Water use does not exceed 2016-2017 usage	<ul style="list-style-type: none"> <li>CBRE to collect data</li> <li>RPS to collate for reporting baseline</li> <li>Managing agents to collect data</li> <li>CBRE and MJ Mapp to collect data</li> <li>RPS to collate for reporting baseline</li> <li>CBRE and MJ Mapp to collect data</li> <li>RPS to collate for reporting baseline</li> <li>MJ Mapp</li> </ul>

## Policy goal E continued

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
E4	<b>Monitor and reduce waste from its managed properties including the Head Office</b>	<ul style="list-style-type: none"> <li>Maintain discussions with Westminster CC to identify residential recycling point within Chinatown.</li> </ul>		Shaftesbury/ MJ Mapp
	<b>Targets</b>	<ul style="list-style-type: none"> <li>Divert from landfill minimum of 90% of tenant generated waste from Carnaby and Seven Dials.</li> </ul>	% of tenants' waste diverted from landfill	Shaftesbury/CBRE
		<ul style="list-style-type: none"> <li>Recycle a minimum of 50% tenants waste at Carnaby and Seven Dials</li> </ul>	% of waste recycled	CBRE
		<ul style="list-style-type: none"> <li>Increase use of compostable waste disposal facility Carnaby and Seven Dials to 20%</li> </ul>	% of waste composted	Shaftesbury/CBRE
		<ul style="list-style-type: none"> <li>Aim for minimum of 30% recycling at Chinatown and install compactor.</li> <li>Research use of biodigester</li> </ul>	% of waste recycled	MJ Mapp
		<ul style="list-style-type: none"> <li>Maintain high rate of recycling at above 95% in Head Office</li> </ul>	% of waste recycled	Shaftesbury/RPS
E5	<b>Ensure that contractors (including cleaners, maintenance personnel etc) comply with the policy with respect to the use of hazardous materials and materials from non-renewable resources;</b>	<ul style="list-style-type: none"> <li>Issue updated induction Leaflet to all contractors working on portfolio throughout 2017-2018.</li> </ul>		<ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Managing agents</li> </ul>
		<ul style="list-style-type: none"> <li>Maintain documented audit trail of contractors that have received leaflet.</li> </ul>		<ul style="list-style-type: none"> <li>Managing agents to keep records</li> <li>RPS to audit</li> </ul>
E6	<b>Remove and dispose of hazardous materials e.g. asbestos in accordance with relevant legislation</b>	<ul style="list-style-type: none"> <li>Ensure up to date asbestos register is held for managed portfolio.</li> <li>Retain copies of waste transfer notes and record volume of hazardous waste disposed to landfill</li> </ul>		<ul style="list-style-type: none"> <li>Managing agents to maintain asbestos register</li> <li>Managing agents to collate hazardous waste data</li> <li>RPS to audit</li> </ul>
E7	<b>Minimise emissions to air through appropriate management of buildings</b>	<ul style="list-style-type: none"> <li>Continue rolling programme throughout the portfolio of maintenance of extractor ducts.</li> <li>Progress boiler upgrades where viable following ESOS recommendations.</li> <li>Commission survey of remainder of portfolio to identify boilers that could be updated.</li> </ul>		<ul style="list-style-type: none"> <li>Managing agents to keep records</li> </ul>
E8	<b>Minimise emissions to water through appropriate management of buildings</b>	<ul style="list-style-type: none"> <li>Undertake discussions with tenants re. findings of review of effectiveness of grease traps for restaurants in Chinatown</li> </ul>		<ul style="list-style-type: none"> <li>MJ Mapp</li> </ul>

# 2.0 Strategic goal: Engage with our stakeholders

## Policy goal F: Engage with advisors, suppliers, tenants and stakeholders to ensure we are aware and respond to their expectations

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	
F1	<b>Disseminate the Policy to all the Company's staff, managing agents, contractors, and tenants and ensure that it is available to the public</b>	<ul style="list-style-type: none"> <li>Ensure Policy continues to be issued to all new commercial tenants as part of tenants pack.</li> <li>Ensure Contractors' Leaflet is issued as part of all refurbishment contracts</li> </ul>		Managing agents  Shaftesbury/ Project Managers	
F2	<b>Provide appropriate awareness raising and engagement with tenants within the portfolio</b>	<ul style="list-style-type: none"> <li>Promote online Building Guide for commercial tenants including information on sustainability.</li> <li>Ensure Sustainability Leaflet for residential tenants is included in all new letting packs</li> </ul>		Shaftesbury/ Managing agents  Shaftesbury/ Managing agents	
		<b>Targets</b>	<ul style="list-style-type: none"> <li>Include SRA fit out guide within tenants letting pack.</li> <li>Include requirement for data collection of energy consumption as part of 'green lease' for new commercial tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Number of new restaurant tenants using the guide</li> <li>Number of tenants collating data</li> </ul>	Shaftesbury  Shaftesbury/ Managing agents
F3	<b>Provide appropriate training and awareness to staff and principal suppliers</b>	<ul style="list-style-type: none"> <li>Undertake update awareness training for all personnel and key suppliers by November 2018.</li> <li>Continue to issue the following checklists to the Principal Suppliers:               <ul style="list-style-type: none"> <li>Contractors Checklist</li> <li>Specification Checklist</li> <li>Legal Compliance Checklist</li> </ul> </li> </ul>		RPS/Shaftesbury  RPS/Shaftesbury	
		<b>Target</b>	<ul style="list-style-type: none"> <li>Require all contractors working on Shaftesbury refurbishment schemes to record the number of employees and subcontractors with Construction Skills Certification Scheme (CSCS) Cards</li> </ul>	% of subcontractors with CSCS cards	Project Managers
F4	<b>For projects of capital value over £150,000, and in excess of three months duration, Contractors will sign up to Considerate Constructors Scheme. (NB. Schemes that only involve external repair and decoration will not be included)</b>	<ul style="list-style-type: none"> <li>Require all principal contractors that work on Shaftesbury schemes to register as a company to CCS.</li> <li>Ensure all eligible schemes are signed up for 2017-2018.</li> </ul>		<ul style="list-style-type: none"> <li>Shaftesbury/ Project Managers/RPS</li> <li>RPS to audit</li> </ul>	
		<b>Target</b>	<ul style="list-style-type: none"> <li>Achieve a minimum score of 30/50 (above satisfactory performance) on 100% of schemes audited.</li> </ul>	% of schemes above 30/50	<ul style="list-style-type: none"> <li>Project Managers/RPS</li> <li>RPS to audit</li> </ul>



## Policy goal G: Engage with advisors, suppliers, tenants and stakeholders to disseminate the Group's corporate responsibility policies and requirements

NUMBER	MANAGEMENT OBJECTIVE	ACTIONS 2017-2018	RESPONSIBILITY
G1	<b>The Policy will be reviewed on an annual basis and objectives and targets will be set.</b>	<ul style="list-style-type: none"> <li>Review Policy in August 2018 for approval at the Board meeting in September 2018.</li> <li>Monitor use of Supplier Code of Conduct.</li> </ul>	RPS/Shaftesbury
G2	<b>The Company will monitor and report publicly on its performance</b>	<ul style="list-style-type: none"> <li>Report performance on Company website,</li> <li>Include summary of performance in Annual Report 2017</li> <li>Prepare report in accord with EPRA Sustainability Best Practice Recommendations</li> </ul>	RPS/Shaftesbury
G3	<b>The Company will maintain its ongoing engagement with institutional investors and benchmarking indices</b>	<ul style="list-style-type: none"> <li>Engage with key investors and other benchmarking agencies.</li> <li>Continue membership of Better Building Partnership (BBP).</li> <li>Remain as signatory to UN Global Compact</li> </ul>	Shaftesbury/RPS
	<b>Targets</b>	<ul style="list-style-type: none"> <li>Remain in FTSE4Good Index for 2017-2018. Score in index</li> <li>Participate in GRESB survey and maintain 4 Green Stars rating Score in index</li> <li>Participate in Carbon Disclosure Project and improve score Score in index</li> </ul>	Shaftesbury/RPS

# 3.0 Strategic goal: Invest in our community

## Policy goal H: Shaftesbury is committed to investing in its local community

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
H1	<b>Continue membership of the London Benchmarking</b>	<ul style="list-style-type: none"> <li>Ongoing financial support to key charities and community support for 2017-2018.</li> </ul>	Value of support as per LBG	Shaftesbury
H2	<b>Support local community groups and be proactive in identifying and working with charitable and other organisations</b>	<ul style="list-style-type: none"> <li>Form Community Investment Committee.</li> <li>Continue to work with charity partners in 2018</li> <li>Continue to work with statutory bodies through financial support to improve the local environment and public realm e.g. lighting projects, pavement maintenance etc.</li> </ul>		Shaftesbury Shaftesbury Shaftesbury

## 4.0 Strategic goal: Fair and ethical framework for employees including supply chain

**Policy goal I:** Shaftesbury will conduct its business with integrity and in an open and ethical manner and require the same standards throughout its supply chain

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
I1	<b>Provide the standards of accommodation and services that have been agreed</b>	<ul style="list-style-type: none"> <li>Continue to maintain existing regular liaison between tenants, managing agents &amp; Shaftesbury.</li> </ul>		Shaftesbury surveyors/ Managing agents
	<b>Target</b>	<ul style="list-style-type: none"> <li>Repeat tenant surveys at Seven Dials and Carnaby in 2018.</li> </ul>	% satisfaction rate	CBRE
I2	<b>Comply with the Prompt Payment Code</b>	<ul style="list-style-type: none"> <li>Monitor payment times</li> </ul>		Shaftesbury
	<b>Target</b>	<ul style="list-style-type: none"> <li>Suppliers to be paid within 30 days</li> </ul>	% of suppliers paid within time frame	Shaftesbury
I3	<b>Promote principles of the UN Global Compact down the supply chain</b>	<ul style="list-style-type: none"> <li>Monitor implementation of Supplier Code for first tier suppliers to promote UNGC principles</li> </ul>		Shaftesbury/ Managing agents/ Project managers
I4	<b>Work against corruption in all its forms in accord with the anti corruption principle of the UN Global Compact and ensure compliance with anti bribery and corruption policy.</b>	<ul style="list-style-type: none"> <li>Monitor implementation of Bribery and Anti- Corruption Policy and engage with supply chain in its implementation</li> </ul>		Shaftesbury

## Policy goal J: Shaftesbury recognises the importance of the welfare of its employees

NUMBER	OBJECTIVES	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
J1	<b>Fully comply with all the requirements of the Health &amp; Safety at Work Act 1974 etc. for employees and those that may be affected by its activities and minimise risk of reportable health and safety accidents/incidents throughout the portfolio</b>	• Review Health and Safety Policy for Head Office and portfolio.		• Shaftesbury
		• Ensure health & safety induction training is being undertaken by contractors for 100% site staff including use of contractor induction leaflets.		• Project Managers • RPS to audit
	<b>Targets</b>	• Achieve zero reportable accident/incidents on refurbishment sites throughout 100% of the portfolio.	Number of prohibition/enforcement notices received	Project managers
	• Achieve zero reportable accident/incidents throughout 100% of the managed portfolio.	Number of prohibition/enforcement notices received	Managing agents	
	• Record absenteeism within Shaftesbury Head Office.	Number of days absent/employee	Shaftesbury	
	• Continue to improve performance for next assessment against Fairplace Award in 2020.	% score at next review	Shaftesbury	

**Policy goal K:** Shaftesbury is committed to supporting the Universal Declaration of Human Rights and respects the human rights of its employees through providing equal opportunity for all its employees and potential employees and expects its principal advisors and suppliers to do the same

NUMBER	OBJECTIVE	MANAGEMENT ACTIONS 2017-2018	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
K1	<b>Comply with employment legislation and best practice including diversity</b>	• Ensure approach to internal staff management & recruitment to ensure compliance with equal opportunities policy and diversity complies with Principles of the RICS Quality Mark.		
		<b>Targets</b>		
		• Monitor staff turnover.	% of leavers as part of total staff number per year	Shaftesbury
		• Monitor average length of service	Number of years of service per employee	Shaftesbury
		• Monitor relevant diversity metrics including % of women in key positions	% of women in board/senior/ management positions	Shaftesbury
		• Record number of staff with flexible working/part time arrangements.	% of staff	Shaftesbury
K2	<b>Invest in training and development of our employees.</b>	• Ensure approach to internal staff management & recruitment to ensure compliance with equal opportunities policy and diversity complies with Principles of the RICS Quality Mark.		
		• Undertake Personal Development Reviews for all personnel and record training.	Days training	Shaftesbury
K3	<b>Ensure London Living Wage is paid through the supply chain where within our control.</b>	• Work with managing agents and project managers to monitor scale of remuneration for all full time personnel working within the portfolio		Shaftesbury/ Managing agents/ Project managers
		• Work with managing agents and project managers to monitor scale of remuneration for contractors working on the portfolio.		
		<b>Target</b>		
		• All new contracts agreed within the managed portfolio to pay London Living wage	% of contracts	Shaftesbury/ Managing agents
		• Achieve accreditation from London Living Wage Foundation		Shaftesbury
K4	<b>Principal suppliers to ensure compliance with the Modern Slavery Act within the supply chain</b>	• Continue to work with tier 1 suppliers in ensuring compliance with the Modern Slavery Act.		Shaftesbury/All Tier 1 suppliers
		<b>Target</b>		Shaftesbury
		• Increase awareness of site management teams through: – Use of leaflets and posters at sites e.g. Stronger2gether		
		• Consider sign up to GLAA Construction Protocol		
		• Investigate joining Sustainability School and encourage membership of first tier and second tier project management teams.		