

<p><b>Objectives and targets:</b> Provide the 'pitch' as to why sustainability is a key strategic business driver that can be achieved with focussed specific action completed by business functions and operations. Collaboration and change are the key requirements for successful delivery.</p>	<p style="text-align: center;"><b>Best Practice and Priority Collaboration</b></p> <p><b>Environmental Impacts:</b></p> <ul style="list-style-type: none"> <li>- <b>Energy and water consumption / Waste production and disposal:</b> Embed measurement and reporting</li> <li>- <b>Set objectives and targets for reduction:</b> Waste – 3 year programme to reduce waste to landfill by 100%, based on 2007/08 baseline</li> </ul> <p><b>Social Impacts:</b></p> <ul style="list-style-type: none"> <li>- <b>Skill enhancement, training, diversity and safety:</b> Embed measurement and reporting</li> <li>- <b>Local community:</b> Implement a programme that aids interaction / dialogue and improves employment / skills development</li> <li>- <b>Philanthropy:</b> Create strategy and approach that is suited to regional / local business requirements and embed measurement and reporting</li> </ul> <p><b>Systems:</b></p> <ul style="list-style-type: none"> <li>- <b>Environmental Management System:</b> Use ISO 14001 requirements for evaluation and assessment to develop plan and cost for funding</li> <li>- <b>Set objectives and targets:</b> Implement an environmental management system that is internationally recognised and BLL should have the capacity to achieve / maintain ISO certification in 2009</li> <li>- <b>Management Reporting Tool:</b> Adopt and apply the tool to meet minimum corporate reporting requirements. Assess and cost the possible expansion of the tool to meet specific business unit, asset and project requirements</li> <li>- <b>Legal Requirements:</b> Complete legal review of environmental operating requirements of business unit and operating regions</li> <li>- <b>Risk Management:</b> Complete risk review of business unit and operations in light of legal requirements review and metrics reporting data. Identify the aspects (what do we deliver and manage) and impacts (what are the environmental, social and economic affects)</li> <li>- <b>Audit:</b> Complete business unit and operational audits that include assessment of environmental performance</li> </ul> <p><b>Supply Chain:</b></p> <ul style="list-style-type: none"> <li>- <b>Materials, products and service delivery:</b> Identify the aspects (what do we manage and purchase) and impacts (what are the environmental, social and economic affects) of our supply chain to enable their sustainability risks and opportunities to be understood</li> <li>- <b>Set objectives and targets:</b> Product and service certification to demonstrate sustainability credentials</li> <li>- <b>Performance:</b> Supply chain demonstrates use of an environmental management system that is aligned or certified to an international standard. Can demonstrate efficiencies to deliver financial, environmental and social benefits. Business Unit ensures the diversity of supply chain.</li> </ul> <p><b>Skills Enhancement:</b></p> <ul style="list-style-type: none"> <li>- <b>Green Building Assessment Tools:</b> Increase local skills to satisfy client demands with expectation that environmental issues will drive new technologies and approaches into traditional projects</li> <li>- <b>Environmental Management Skills:</b> Deliver a programme to increase within the business and through out supply chain</li> <li>- <b>Social Management Skills:</b> Deliver a programme to increase within the business and through out supply chain</li> </ul> <p><b>Business Development:</b></p> <ul style="list-style-type: none"> <li>- <b>Portfolio Expansion:</b> Exploit market trends towards green buildings by developing a client-facing marketing and communication program that uses our existing portfolio of green building work to secure new and desirable projects</li> <li>- <b>Our performance:</b> Sustainability demonstrates an increase in quality of service delivered, capital expended and capital returned. Environmental management demonstrates a stabilisation and reduction of costs in terms of resource use, efficiency gains and remediation / abatement associated with pollution</li> </ul>
<p><b>Aspiration:</b> All action plans must cover and align to all 21 Aspirations</p>	<p><b>Please use the overall Business Unit Sustainability Action Plan Gap Analysis to identify collaboration opportunities with other Sustainability Executives</b></p>
<p><b>1 We assess environmental considerations in all investment decisions and interrogate opportunities to minimise any negative environmental impact.</b></p>	<ul style="list-style-type: none"> <li>- Facilitate and support go / no-go system development by Global Sustainability Group (BLL BU)</li> <li>- Coordinate local environmental information and submit as evidence in investment 'Pipeline' papers (All BU)</li> </ul>
<p><b>2 Permanent office tenancies with a lease that has expired during the '07-'09 period have achieved independently assessed green building status (no toxic materials, energy and water efficient, good indoor environment quality, close to alternative transport, conserves resources, avoids emissions.)</b></p>	<ul style="list-style-type: none"> <li>- All new office leases will achieve green rating</li> <li>- Identify and submit a plan detailing office lease expiry dates: upgrade or relocation to ensure office achieves green rating</li> <li>- For office accommodation that has more than 12 months before expiry: implement a green office action plan to embed measurement and reporting</li> </ul>
<p><b>3 All our permanent office tenancies are carbon neutral (greenhouse gas emissions which have been reduced through efficiencies are offset via carbon trading)*.</b></p>	<ul style="list-style-type: none"> <li>- Measure all office and site accommodation carbon, water and waste emissions (please refer to the Metrics Guideline document)</li> <li>- Advocate that energy efficiency is recognised in Green House Gas Emission Trading Schemes</li> <li>- Facilitate and support carbon footprint measurement and reporting with Global Sustainability Group (including supply chain R&amp;D)</li> </ul>
<p><b>4 We support the establishment of green building rating tools in the geographies in which we operate and are implementing plans for our projects or assets under management to achieve green building status or improve its rating.</b></p>	<ul style="list-style-type: none"> <li>- Ensure membership of established Green Building Councils and Forums within your region</li> <li>- Implement when viable building rating tools on all projects</li> <li>- Train our staff in green building rating tools and support candidates who go for accreditation in line with market demand</li> <li>- Introduce all new clients to the rating system and process, as well as promote sustainable strategies during all project reviews and early client meetings</li> <li>- Learning and Development programmes, including inductions, implemented for employees incorporating green building training and skilling</li> </ul>

	<p><b>5 We have defined solutions for buildings to achieve zero net carbon, water and waste and are starting to apply them.</b></p>	<ul style="list-style-type: none"> <li>- Coordinate R&amp;D claim costs and activities and share knowledge gained that identifies opportunities for zero net carbon, water and waste initiatives: ALL BU to provide the Global Sustainability Group with monthly reports of initiatives</li> <li>- Once R&amp;D opportunities have been identified review the procurement, design and construction processes and provide guidance and tools for all projects to implement initiatives: ALL BU Financial Year 2010 Sustainability Plans</li> <li>- Implement strategic R&amp;D projects and agree a base minimum sustainability standard for all projects / assets</li> <li>- Capture initiative costs. Create and share case studies on costs and initiatives for zero net carbon, water and waste solutions: ALL BU</li> </ul>
	<p><b>6 We use consistent group wide tools to achieve sustainable social outcomes for all projects and developments.</b></p>	<ul style="list-style-type: none"> <li>- Facilitate and support the development of social sustainability tools with the Global Sustainability Group (e.g. Considerate Constructors Scheme (BLL) / BeOnsite (All BU and supply chain) / Project Nowaste (All BLL, VLL and supply chain), etc.)</li> <li>- Social management to be included in the planning, design and project delivery methodology (e.g. ROAD – Risk and Opportunity At Design process)</li> <li>- Social indicators have been identified and strategies are in place to ensure social outcomes: For ALL projects and developments</li> </ul>
	<p><b>7 We apply ethical and social considerations to all investment decisions to make a positive impact.</b></p>	<ul style="list-style-type: none"> <li>- Facilitate and support go / no-go system development by Global Sustainability Group (BLL BU)</li> <li>- Coordinate local environmental information and submit as evidence within investment 'Pipeline' papers (All BU)</li> </ul> <p>(N.B: Details of ethical and social considerations are held within the Sustainability Work Space)</p>
	<p><b>8 Philanthropic activities are coordinated to have a positive impact on the communities in which we operate and are relevant to our business.</b></p>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of appropriate philanthropic activities with the Human Resources function, including Foundation: Ensure this activity embedded within the Financial Year 2010 Human Resources Plan</li> <li>- Facilitate the reporting of all cash and 'in kind' (employee hours) contributions with the Finance function: Ensure this activity embedded within the Financial Year 2010 Finance Plan</li> </ul>
	<p><b>9 We engage with all of the organisations / industry associations in which we hold corporate memberships to promote sustainability objectives.</b></p>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate with the Communications function the identification of memberships that we currently hold and review for any issues with their environmental or social positioning: Ensure this activity embedded within the Financial Year 2010 Communication Plan (e.g. Present sustainability philosophy and credentials in all proposals / Distribute key sustainability communication materials to partners and stakeholders / Existing organizations and Industry associations that we hold memberships in are assessed against the UN Global Compact Ten Principles)</li> </ul>
	<p><b>10 We are either achieving incident and injury free outcomes, or are working with clients and in geographies where we make material progress to achieve incident and injury free outcomes.</b></p>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the communication of the IIF Transformation Plan: Ensure this activity embedded within the Financial Year 2010 EH&amp;S Plan</li> </ul>
	<p><b>11 We have defined what a safe and healthy building and community are and are implementing a plan to achieve this.</b></p>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate and support the identification and agreement of safe and healthy building indicators with the EH&amp;S function e.g.; <ul style="list-style-type: none"> <li>o The World Health Organization (WHO) principles of safe communities are adopted and applied across all projects</li> <li>o Compile a definition for approval by the Senior Management Team</li> <li>o Align with HSSE and Design for defining safety and health requirements for buildings</li> <li>o Use IIF and Sustainability Plan on 100% of projects to guide implementation of strategies</li> <li>o Develop a presentation and information on indoor air quality</li> <li>o Initiate an indoor air quality assessment for our major regional offices</li> <li>o Educate staff regarding banned substances and sick building syndrome</li> <li>o Ensure the definition is incorporated in the management system</li> </ul> </li> </ul>
	<p><b>12 We are signatories to the UN Global Compact Ten Principles (we support the protection of human rights, are not complicit in human rights abuses, we uphold freedom of association and the right to collective bargaining, we promote the elimination of child labour and discrimination in respect of employment and occupation, we actively support a precautionary approach to environmental concerns and promote greater environmental responsibility, we also encourage the diffusion of environmental technologies and work against corruption in all its forms).</b></p>	<ul style="list-style-type: none"> <li>- Undertake a GAP and resource needs analysis against the Global Compact Ten requirements across our geographies and submit this analysis to the Global Sustainability Group by December 2008 including the following: <ul style="list-style-type: none"> <li>o Costs to address identified gaps</li> <li>o Business development implications</li> <li>o Implications for supply chain to conform with principles and actions to fill gaps</li> <li>o Communication requirements for all employees and supply chain</li> <li>o Ongoing signatory reporting requirements</li> </ul> </li> </ul>
	<p><b>13 We have defined what learning and skilling and professional development leadership is and actively provide opportunities for employees.</b></p>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to progress Green Building skilling and training and CEO attendance of the Prince of Wales business and environment programme</li> <li>- Facilitate the identification of appropriate learning and skilling and professional development needs reviewing roles and responsibilities with the Human Resources function, including Foundation: Ensure this activity is embedded within the Financial Year 2010 Human Resources Plan</li> <li>- Facilitate the reporting of current learning and skilling and professional development e.g. <ul style="list-style-type: none"> <li>- Engage with Foundation skilling programs to include sustainability training / learning</li> <li>- Establish target for Sustainability training hours</li> <li>- Add 4 hours of compulsory training in addition to the compulsory 8 hours IIF Training as part of Licence to Practice</li> <li>- Provide a 'Introduction to Green Building Assessment Tools' for all employees</li> <li>- Incorporate sustainability education into skills program for managers</li> <li>- Learning &amp; Development Change First work - defining manager competencies in respect to sustainability</li> <li>- Develop an internal knowledge sharing network to help our design managers understand and deliver</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- BeOnsite implemented and delivering outcomes (BLL UK - findings and successes shared)</li> <li>- Sustainability is incorporated throughout all training opportunities (eg. from inductions to leadership training)</li> <li>- Train project managers on design considerations</li> <li>- Complete ROAD (Risk and Opportunity At Design) process training</li> <li>- Business induction training</li> </ul>
<b>14 We have defined what we want to achieve for employee diversity and employment flexibility and are implementing a plan to achieve it.</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of appropriate employee diversity and employment flexibility activities with the Global Head of Diversity, including the Human Resources Function: Ensure these activities are embedded within the Financial Year 2010 Human Resources Plan</li> <li>- Facilitate the reporting of all employee diversity and employment flexibility indicators with the Human Resources Function</li> </ul>
<b>15 We develop the UN Global Reporting Initiative's 'Real Estate and Construction' Sector Supplement measures for social, environmental and economic performance and report our performance using this international framework.</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of sustainability metrics and reporting of requirements with the Global Sustainability Group (e.g. Improve sustainability metrics and reporting processes in line with Global Sustainability Group's guidelines / Set benchmarks and targets for sustainability performance)</li> <li>- Support the Management Reporting Tool development and use: Ensure this activity is embedded within all functions and business management systems</li> </ul>
<b>16 We maintain our position on key reputation indices (Dow Jones Sustainability Index)</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of sustainability metrics and reporting of requirements with the Global Sustainability Group (e.g. Improve sustainability metrics and reporting processes in line with Global Sustainability Group's guidelines / Set benchmarks and targets for sustainability performance)</li> <li>- Support the Management Reporting Tool development and use: Ensure this activity is embedded within all functions and business management systems</li> </ul>
<b>17 We have implemented and integrated environment, health and safety compliance management system that is internationally recognised.</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of reporting requirements with the EH&amp;S function: Ensure this activity embedded within the Financial Year 2010 EH&amp;S Plan</li> </ul>
<b>18 Employees are fairly rewarded for performance.</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate the identification of employee performance assessment with the Human Resources Function: Ensure these activities are embedded within the Financial Year 2010 Human Resources Plan</li> <li>- Facilitate the reporting of all employee performance assessment indicators with the Human Resources Function</li> </ul>
<b>19 Shareholders and investors get superior returns.</b>	<ul style="list-style-type: none"> <li>- Facilitate the identification of sustainability metrics and reporting of requirements with the Global Sustainability Group (e.g. Improve sustainability metrics and reporting processes in line with Global Sustainability Group's guidelines / Set benchmarks and targets for sustainability performance).</li> <li>- Support the Management Reporting Tool development and use: Ensure this activity is embedded within all functions and business management systems</li> </ul>
<b>20 Our supply chain is appropriately rewarded for performance.</b>	<ul style="list-style-type: none"> <li>- Priority for Financial Year 2009 is to communicate this aspiration</li> <li>- Facilitate and support the Finance function with the identification of appropriate processes and indicators to; <ul style="list-style-type: none"> <li>- Create reports that track required payment date and payments made for managers</li> <li>- Define acceptable tolerance parameters for payments to take into account non-work day</li> <li>- Report on actual performance i.e. % payments made within specified timeframes</li> <li>- Ensure this is part of the Management Reporting Tool work for Finance function</li> </ul> </li> <li>- Ensure these activities are embedded within the Financial Year 2010 Finance Plan</li> </ul>
<b>21 We apply economic considerations to all investment decisions to make a positive impact.</b>	<ul style="list-style-type: none"> <li>- Facilitate and support go / no-go systems (BLL BU)</li> <li>- Coordinate local economic information and submit as evidence within investment 'Pipeline' papers (All BU)</li> </ul>