

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
Measure the carbon footprint (including energy and transport emissions) of 6 UK managed properties	UK	Achieved	2 Shopping centres, 2 Retail Parks and 2 Offices	Hammerson has used a carbon footprinting tool for its assets as part of an assessment for the Carbon Trust Standard. The tool has been rolled out across all assets and has a record of 2007, 2008 and 2009 for scope 1 and 2 emissions. The transport emissions have been provided for owned business travel where applicable. Upstream has seen evidence that the data has been gathered across the portfolio. In the case of offices, no Hammerson owned cars are in use and therefore no information has been provided on transport.
Deliver Diagnostic of Energy Performance to all assets that require them under legislation	France	Achieved	All managed properties in France	In 2009 Hammerson France sold 4 assets: Cap Malo, ST Omer, Rue de l'Universite and Trois Quartiers. Hammerson France carried out DPE for Cap Malo and St Omer, Rue de l'Universite and Trois Quartiers.
Complete the following transport- related initiatives in France: - investigate how people travel to our centres - research which opportunities and technologies could reduce our environmental impact - review implications of these opportunities and technologies	France	In progress	Corporate	Hammerson France translated the UK template into French. However, there were no construction activities in 2009 and therefore the second part of the objective is not applicable.
Develop a corporate climate change and carbon management policy	UK	Achieved	Corporate	Hammerson has developed combined Corporate Climate Change and Carbon Management Policy, which is linked to its environmental policy.
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	Achieved	Development Working Group	A report has been produced for Hammerson by Capita Architecture looking at the possible use of innovative styles of car park design with particular attention paid to adaptability to future uses. The report also considers the types of car park that are suitable for different environments depending on PTAL ratings and the feasibility of installing complementary systems such as Personal Rapid Transport.
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	Not achieved	France Development Working Group	No progress against this target. However, it should be noted that Hammerson France anticipates major revisions in the Cahier des Charges due to the upcoming French legislation pieces, including the RT2012 and the Grenelle 2 Law and subsequent secondary legislation, which should all come into force over the next 2 years.
Based on the 2008 climate change mitigation and adaptation report develop an action plan to implement SIPs for developments.	France	Not achieved	All developments in design stage during 2009	No evidence was seen that this has been carried out during 2009.
Based on the 2008 climate change mitigation and adaptation report develop an action plan to implement SIPs for developments.	UK	Not achieved	All developments in design stage during 2009	No evidence has been received by Upstream to demonstrate that this target has been achieved.
Based on the 2008 climate change mitigation and adaptation report develop an action plan to implement the findings within the existing portfolio	France	Not achieved	Managed retail (shopping centre only) portfolio	The questionnaire produced by Hyder for all the UK assets was translated into French. However, it has not been distributed to the shopping centres or tested at all in 2009 and therefore, we consider the target to be not achieved.
Based on the 2008 climate change mitigation and adaptation report develop an action plan to implement the findings within the existing portfolio	UK	Achieved	Managed Retail (Shopping Centre only) Portfolio	In the 2008 Hyder report, three assets were identified as the assets most exposed to climate change risk in the shopping centre portfolio. On the basis of this assessment, in 2009 Hyder carried out a more thorough climate change risk assessment on these three shopping centres (Highcross, Brent Cross and Westquay), including site surveys and action plans.
Target a 30% reduction on energy efficiency standards below 2006 Building Regulations Part L.	UK	Not applicable	All developments - design stage	No change since last year. No developments entered in to design stage

Climate change and energy

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Target an environmental rating for all projects: • BREEAM excellent rating • BREEAM Very Good for Retail Parks • HQE rating in France.	UK	Not applicable	All developments during design stage	No developments or extensions have entered in design phase in 2009. Therefore the target is not applicable.
Target an environmental rating for all projects: • BREEAM excellent rating • BREEAM Very Good for Retail Parks • HQE rating in France.	France	Achieved	UK - all developments during design stage. France - all developments that are entering in to design phase in 2009	Upstream has received a HQE design stage certification for Italie 2 extension. Our understanding is that Faubourg St Honore entered in to design stage before 2009 and therefore is not in the scope of this target. Additionally, our understanding is that Grand Maine and Place des Halles extensions were in initial design stage during 2009 and therefore the HQE process was not yet applicable. However, Upstream does recommend that in 2010 Hammerson clarifies and makes consistent across the UK and French development, extension and refurbishment processes, precisely when both SIPs and design ratings are considered applicable in order to make it more transparent for the report reader.
Complete a BREEAM rating for one project in France against the new BREEAM Europe system and compare outcomes with the HQE standard methodology	France	In progress	One development - design stage	The project that was originally chosen by Hammerson France for this target was Pollestre and we understand that initial work on the BREEAM Pan-European rating was undertaken. However, as this development was abandoned early in 2009, Hammerson France has chosen a new development, Grand Maine's extension, to trial this rating system. Work on this has started at the beginning of 2010 but the management decision and initial steps were undertaken in 2009 and therefore Upstream considers this target to be in progress.
Target level 4 of the Code for Sustainable Homes on all residential projects	UK	Not applicable	Residential developments - design stage	No residential developments entered into design stage in 2009.
Reuse or recycle waste produced during construction: • 80% for developments and refurbishments in the UK	UK	Not achieved	All development and refurbishments	Two reports were completed in 2009 on the percentage of waste recycled at Union Square. Both reports indicate that the percentage of waste recycled onsite was 70%. Additionally the percentage of waste recycled on the retail park extension construction sites in 2009 was not recorded. Therefore this target is not achieved.
Reuse or recycle waste produced during construction: • 55% for developments and refurbishments in France.	France	Not applicable	All developments and refurbishments - construction stage	Both Cap Malo and St Omer construction work were finished in early 2009 and did not involve any major work. There were no other sites in construction in 2009. Therefore this target is not applicable.
Develop a biodiversity action programme for all existing assets to identify opportunities for improvement.	UK	Achieved	UK Operations Group	A strategic biodiversity plan has been designed for all assets (with biodiversity audits carried out at seven representative sites, shopping centres, offices and retail parks). The document has been designed to be applicable to all assets once an initial on-site biodiversity audit has been carried out. One example of a Biodiversity Action Programme has also been seen for the Oracle shopping centre in Reading.
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	Achieved	UK Development Working Group	The target can be considered achieved but investigations are ongoing. Evidence has been seen of Hammerson discussing this target at a senior level (at the CR Development Group) and seeking further information, including setting up meetings with others who have prior experience. Additionally, Hammerson received a proposal on the benefits of setting up a Freight Consolidation Centre which considered both construction and operation phases for shopping centres. A decision has been made to carry out a test study in Leeds.
Carry out the following water use initiatives: • undertake an audit of water consumption throughout the managed portfolio • use this information to set a rolling target from the 2008 baseline • develop an implementation plan to reduce consumption.	UK	In progress	Managed Shopping Centres in the UK Managed offices in the UK	Hammerson has carried out water audits across its UK managed shopping centre portfolio. Hammerson has a management system in place across its UK office portfolio. However, no formal audits and subsequent implementation plans were carried out in 2009. The water reduction target has been set as part of the new 2010 set of target.

Resource use

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
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>	<b>France</b>	In progress	Managed shopping centres in the UK Managed offices in the UK All French properties	Hammerson has carried out water audits across its UK managed shopping centre portfolio. Hammerson has a management system in place across its UK office portfolio. However, no formal audits and subsequent implementation plans were carried out in 2009. The water reduction target has been set as part of the new 2010 set of target.
Evaluate the impact of ISO14001 certification in selected assets with a view to implementing a more structured environmental risk management programme.	<b>UK</b>	Achieved	Managed Portfolio	Westquay shopping centre was selected as a pilot for this target and achieved an ISO14001 certificate in August 2009 which is valid until 2012. Minutes of the EMS working group which was set up to implement this programme have also been seen. Based on its experience at Westquay, Hammerson has assessed the advantages and potential difficulties linked to implementing ISO 14001 across its portfolio and made recommendations that ISO 14001 should be rolled out at all assets.
Deliver a BREEAM Rating for management and operations.	<b>UK</b>	Achieved	1 Office and 1 Shopping Centre	Upstream has seen the BREEAM Excellent rating which was achieved for the management and operation of 10 Grosvenor street office on 3rd December 2009. For the Oracle shopping centre, an assessment was made in the course of 2009. Some easy improvements were identified through the BREEAM in use assessment process, which could improve Hammerson's final score. As of end of 2009, the provisional assessment had been carried out and will be finalised in early 2010.
Evaluate the impact of ISO14001 certification in selected assets with a view to implementing a more structured environmental risk management programme.	<b>France</b>	In progress	Managed portfolio	In the course of 2009, Hammerson France had 3 meetings to discuss implementation of ISO 14 001. Hammerson France had originally planned to test ISO 14001 at Rue de l'Universite. However, as the asset was sold in 2009, the work was put on hold. Further investigation will be carried out in 2010 with regards to the possibility of implementing ISO 14 001.
Establish appropriate sustainability implementation plans for: - design and construction of retail parks and refurbishment activities (UK)	<b>UK</b>	In progress	Development Working Group	Hammerson has established a Master Sustainability Implementation plan with a view to implementing on all of its assets. However, Upstream has not received sufficient evidence to demonstrate how this SIP relates specifically to refurbishments and retail parks and therefore considers this target to be in progress for 2009.
Establish appropriate sustainability implementation plans for: - design and construction of all new developments (France)	<b>France</b>	In progress	UK and French Development Working Groups	Hammerson France established a Sustainability Implementation Plan for one of its development projects and this represents a significant achievement by the French development team during 2009. However, it appears that no SIPs have been carried out at other Hammerson France's developments, including Italie 2 extension, and therefore this target is considered to be in progress for 2009.
Deliver a BREEAM Rating for management and operations.	<b>UK</b>	Achieved	1 Office and 1 Shopping Centre	Upstream has seen the BREEAM Excellent rating which was achieved for the management and operation of 10 Grosvenor street office on 3rd December 2009. For the Oracle shopping centre, an assessment was made in the course of 2009. Some easy improvements were identified through the BREEAM in use assessment process, which could improve Hammerson's final score. As of end of 2009, the provisional assessment had been carried out and will be finalised in early 2010.

Resource use

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
Implement the guidance note for best practice community consultation during the development process.	UK	Achieved	All developments - design and construction stages	The target has been assessed based on the best practice guidelines designed in 2008. In 2009, Hammerson engaged extensively with Aberdeen local authorities and local job organisations to plan community events around the opening of the shopping centre. Upstream has seen extensive evidence that engagement activities were carried out. Furthermore, in 2009, the guidance note for community consultation was refined and integrated into the Community Framework. The new framework includes a series of recommendations and suggested actions for the developments at the pre planning stage, as well as those at design and construction stage.
Implement the guidance note for best practice community consultation during the development process.	France	Not achieved	All developments - design and construction stages	Upstream has been informed that this has not been achieved.
Develop a programme for delivery of skills academies as part of our commitment to the National Skills Academies.	UK	Achieved	UK Corporate Group	A full programme of activities has taken place in 2009 at Highcross shopping centre, including engaging with all retail tenants around skills programmes such as guaranteed interviews, "train-to-gain", and work experience placements. Skills shops are in place at shopping centres in Brent Cross, Highcross and Bullring, with another launched at Bristol Cabot Circus in October, and more in development in The Oracle, WestQuay and Union Square. Bullring hosted a six week 'pop-up' skills shop with a packed programme of training and engagement, which Paul Edwards has now recommended to the National Skills Academies board. In Union Square, Hammerson has also been engaging with the NSA to try and set up a Scottish version of Skillsmart. This target can be considered fully achieved, although it is expected that further improvements will be made in 2010 for delivering the additional planned skills shops.
Develop and implement a community framework.	UK	Achieved	UK Corporate Group	A draft community framework document has been developed, as well as an investment framework, specifying for each category (e.g. investment in the local economy, in jobs, etc.) Hammerson's goals and suggested actions to meet these goals. As of end 2009, the framework was still at a final draft stage and has therefore not been fully implemented yet on all Hammerson's new developments. However, Upstream has seen a number of documents to demonstrate how the framework principles have been tested and implemented on the Union Square, Aberdeen development. On this basis, Upstream considers that the target is therefore achieved for 2009.
Implement the London Benchmarking Group toolkit to improve our measurement of community investment in-line with this model.	UK	Achieved	UK managed portfolio and new developments	Hammerson has created a full community investment data tool using the London Benchmarking Group methodology which it now uses to record all community activities, inputs and results. There is a dedicated manager with responsibility for overseeing the project and helping on-site staff identify relevant community initiatives.
Implement the London Benchmarking Group toolkit to improve our measurement of community investment in-line with this model.	France	In progress	France managed portfolio	In 2009, Hammerson UK rolled out the London Benchmarking Group across its investment portfolio. The tool has not been introduced in France yet but a briefing note and a presentation in French has been produced, and there have been discussions between the UK Community Manager and the French team during the production of the Performance Indicator manual. The groundwork has been laid in 2009 but there is substantial more progress to be seen in 2010.
Organise a Hammerson in the community day and an environmental or social day.	UK	Achieved	Corporate	Hammerson has achieved and exceeded this target, holding several community day activities as well as a well-attended environmental awareness day. The community day activities included - painting a mural at a local community centre, raising money for several charities, helping with art / drama workshops and a sports day for Kid's Company, litter picking and the creation of community gardens. Activities were held near Hammerson offices across the UK and depended on local requirements / relationships with local organisations. The environmental awareness day had lectures from the Energy Saving Trust, stands from waste specialists, billboards of information and a 'Best Greenie' competition with sustainable prizes. The achievement of this target demonstrates the substantial and continuing commitment to embedding sustainability within the business, even during a recessionary year.
Organise a Hammerson in the community day and an environmental or social day.	France	In progress	Corporate	Hammerson France organised a sustainability awareness day in November 09 for all its staff. The programme included a number of presentations from several speakers. However, no community day was organised in 2009.

Community Regeneration

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
Review Hammerson's responsible procurement procedures for key impact suppliers, including: pre-tender qualifications; selection/evaluation procedure; contractual arrangements. OPERATIONS	UK	In progress	All operational management procurement activity	Hammerson has identified key impact suppliers. A questionnaire has also been drafted, which will be used for pre-tender qualification and supplier selection. Although Hammerson has started to revise its procurement procedures, as of end of 2009, this was not fully completed and there is no evidence that Hammerson has released the questionnaire to its suppliers.
Review Hammerson's responsible procurement procedures for key impact suppliers, including: pre-tender qualifications; selection/evaluation procedure; contractual arrangements. DEVELOPMENT	UK	In progress	UK Development Working Group	Hammerson has identified key impact suppliers. A questionnaire has also been drafted, which will be used for pre-tender qualification and supplier selection. Although Hammerson has started to revise its procurement procedures, as of end of 2009, this was not fully completed and there is no evidence that Hammerson has released the questionnaire to its suppliers.
Review Hammerson's responsible procurement procedures for key impact suppliers, including: pre-tender qualifications; selection/evaluation procedure; contractual arrangements. OPERATIONS	France	In progress	France - only the shopping centres where we have full control	Hammerson France has developed a comprehensive checklist to be used for all suppliers contracted out by SCC on the managed shopping centres. The checklist will be used at the stage of pre tender qualifications and for the selection and evaluation procedure. However, Upstream has seen no evidence of contractual clauses to be integrated into contracts.
Review Hammerson's responsible procurement procedures for key impact suppliers, including: pre-tender qualifications; selection/evaluation procedure; contractual arrangements. DEVELOPMENT	France	In progress	UK Development Working Group; France Development Working Group	Hammerson France has prepared a comprehensive questionnaire that needs to be filled in by its development suppliers at the stage of pre tender qualifications. In 2009, the questionnaire was sent out to and filled in by two contractors. The document is also written in a contractual form. However it is unclear how suppliers have been assessed once they return the questionnaires to Hammerson.
Design and implement a Responsible Procurement Framework for ongoing management, monitoring and performance reviews of key impact suppliers. OPERATIONS	UK	Not achieved	All operational management procurement activity	As Hammerson is still in the process of revising its responsible procurement procedures and has not yet communicated any changes to its key impact suppliers, the Responsible Procurement framework for management, monitoring and performance reviews has not been put in place. This target has therefore not been achieved.
Design and implement a Responsible Procurement Framework for ongoing management, monitoring and performance reviews of key impact suppliers. DEVELOPMENT	UK	Not achieved	All development (design and construction stage)	As Hammerson is still in the process of revising its responsible procurement procedures and has not yet communicated any changes to its key impact suppliers, the Responsible Procurement framework for management, monitoring and performance reviews has not been put in place. This target has therefore not been achieved.
Design and implement a Responsible Procurement Framework for ongoing management, monitoring and performance reviews of key impact suppliers. OPERATIONS	France	Not achieved	France - only the shopping centres where we have full control	Upstream has been informed that Hammerson France has not made progress on this target. However, as the review of Hammerson France's responsible procurement procedures is now well advanced, Hammerson France should be able to fully develop a Responsible Framework for ongoing management, monitoring and performance review of contractors in 2010 and beyond.
Design and implement a Responsible Procurement Framework for ongoing management, monitoring and performance reviews of key impact suppliers. DEVELOPMENT	France	Not achieved	UK - All operational management procurement activity. France - only the shopping centres where we have full control	Upstream has been informed that Hammerson France has not made progress on this target. However, as the review of Hammerson France's responsible procurement procedures is now well advanced, Hammerson France should be able to fully develop a Responsible Framework for ongoing management, monitoring and performance review of contractors in 2010 and beyond.
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.	UK	In progress	Managed Offices and Retail Park in the UK	Hammerson has been working with the Better Building Partnership to form a managing agent sustainability checklist as part of a Property Management Sustainability Toolkit. This was in draft form as of November 2009 but was aiming to be complete and issued to agents by the end of the year. As such this target is in progress but can not have been considered to have gone through a full iteration in 2009.
Develop a sustainability engagement plan for Hammerson's leasing agents.	UK	Not achieved	UK Operations Group	Hammerson has engaged informally with leasing engagements on sustainability in the course of 2009 and discussed the possibility of creating joint documents for leasing agents with other companies in the sector. However, there is no evidence that a sustainability engagement plan was commenced in 2009.
Develop a standard monitoring and reporting template for the measurement of energy, water, waste and timber. Introduce this reporting template on all construction sites	France	Achieved	Development working group, UK and France	Hammerson France translated the UK template into French. However, there were no construction activities in 2009 and therefore the second part of the objective is not applicable.
Develop a standard monitoring and reporting template for the measurement of energy, water, waste and timber. Introduce this reporting template on all construction sites	UK	Achieved	Development Working Group	Hammerson took part in a construction industry workshop that aimed to create a cross industry common metrics. This template will be utilised as an industry benchmarking tool in future. Hammerson contributed to the development of the template and Upstream has seen the draft template. As the template was developed in the last quarter of 2009, the template will be introduced in Hammerson's development in future years. In the interim, Hammerson is continuing to use the monitoring template created in earlier years and Upstream has seen evidence of its use on the Union Square, Aberdeen and in the Westwood Retail Park extension.

Supply chain

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
Design post occupancy evaluations for all newly completed developments and carry out the evaluations six months after completion.	UK	Not achieved	All development completed in 2008	Upstream has seen no evidence of post occupancy surveys for either the retail or office assets completed in 2009.
Design post occupancy evaluations for all newly completed developments and carry out the evaluations six months after completion.	France	Achieved	UK for all developments completed in 2008 France to complete for new head office only	In 2009, Hammerson France carried out a post occupancy survey at its headquarters in Paris, which were recently refurbished. The survey was carried out anonymously. The results have been analysed and revealed a high level of satisfaction with the new working environment as well as a few areas for improvement.
Complete the following initiatives with tenants: • identify key customers to partner with to create an exemplar sustainability best practice fit-out in the UK Complete the following initiatives with tenants: • sign 50 Green Leases in France. • distribute tenants' requirement guide to 50 tenants in France.	UK	Achieved	1 retail park/1 shopping centre/1 office	Upstream has seen is that Paul Edwards has been meeting a number of retailers with a view to identifying potential partners to create an exemplar sustainability best practice fit out.
	France	In progress	1 retail park / 1 shopping centres / 1 office	Hammerson France has 108 in place by the end of 2009 and the vast majority was signed in 2009. Additionally, Hammerson France designed and published a tenant's requirement guide. However the guide was not distributed to tenants in 2009 but at the beginning of 2010.
Distribute and implement the tenants' sustainability guide for all office tenant fit-outs.	UK	Achieved	whole office portfolio	Upstream has seen ample evidence that the sustainability guide and accompanying questionnaire is now issued as standard to all tenants who are embarking on an office fit-out. These are distributed through a variety of channels, e.g. tenant meetings or direct e-mails. A number of tenants have voluntarily completed the sustainability questionnaires and taken on board some of the advice in the guide. One managing agent has even gone further and is now reviewing the effectiveness of the guide so far. This target can be considered complete.
Distribute and implement the tenants' sustainability guide for all office tenant fit-outs.	France	Not applicable	Whole office portfolio (non FRI)	Hammerson France disposed all its offices during 2009. Therefore this target is marked as not applicable.
Achieve an exemplar sustainability best practice fit-out.	UK	Achieved	one tenant for 2 retail park or 1 SC or 1 office	Hammerson achieved a best practice sustainable fit-out at 60 Threadneedle Street in partnership with Talbot Underwriting, who leased the 7th and 8th floors. This sustainable fit-out used an extensive sustainability logbook which considers features as varied as Access to External Views and reduced Volatile Organic Compounds.
Achieve an exemplar sustainability best practice fit-out.	France	Not achieved	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.	Upstream has been informed that Hammerson France has not achieved this target.
Develop green groups at all existing assets and agree a joint improvement plan with occupiers	UK	In progress	managed offices and shopping centres	Meetings have happened at 99 Bishopgate and Exchange Tower, Brent Cross and Highcross, and minutes from some green group meetings have been seen. However, this target has not been completed at all assets. For shopping centre assets, the plan is to appoint a person onsite dedicated to sustainability to lead the green groups.
Develop green groups at all existing assets and agree a joint improvement plan with occupiers	France	In progress	Managed shopping centres in the UK Managed offices in the UK Managed shopping centres in France	Hammerson France introduced the concept of "green groups" to all the centres directors in June 2009. The first meetings have been postponed to 2010 due to an internal restructuring which involved a change in all the centres directors.

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Hold an investor presentation informing them of our CR approach and delivered outcomes.	UK	Achieved	Corporate	Upstream has seen the presentation on Hammerson's CR approach and achievements which was made to investors on "sustainable property investment and development" so this target can be considered fully achieved.
Based on the results of the 2008 sustainability knowledge gap analysis survey, create: • a personalised sustainability training and education plan (UK)	UK	In progress	Corporate	A gap analysis was conducted in 2008 and the main issue preventing fuller embedding of sustainability initiatives in the company which was identified was the lack of awareness of Hammerson staff. The HR and sustainability teams have discussed the results of this survey during 2009 and have drawn up the following plan of action for 2010: * All staff will receive an introduction to sustainability upon induction to the company by the Head of Sustainability. * Sustainability objectives will be defined for all Hammerson employees and then specific training needs will be identified for each role.
Based on the results of the 2008 sustainability knowledge gap analysis survey, create: • a sustainability knowledge training programme for all staff (France) • specific technical sustainability training for development teams (France).	France	Achieved	Corporate	Hammerson France has identified the need for a BREEAM training as part of the development teams' technical sustainability training plan. The training took place in December 09. Additionally Hammerson France commissioned a consultancy to conduct a training on sustainability and corporate responsibility for all Hammerson employees. The training took place in October 09.
Develop a mentoring programme for the Hammerson Group.	UK	In progress	Corporate	Whilst extensive research has been carried out into the types of mentoring programmes that are available and would be suitable for Hammerson employees (such as e-mentoring or enterprise mentoring schemes), a full mentoring programme has not yet been developed or implemented. Hammerson has decided to tie volunteering and mentoring schemes into the learning and development needs of its employees, so has postponed progress on this target until a learning and development strategy is in place. So, whilst Hammerson is heading in the right direction this target cannot be considered achieved for this year.
Develop a volunteering programme for the Hammerson Group.	UK	In progress	Corporate	Whilst extensive research has been carried out into the types of volunteering programmes that are available and would be suitable for Hammerson employees (such as the possibility of holding community games), and whilst some volunteering activities have already taken place via the Community Day discussed in target 5CR, a full volunteering programme has not yet been developed or implemented. Hammerson has decided to tie volunteering and mentoring schemes into the learning and development needs of its employees, so has postponed progress on this target until a learning and development strategy is in place. So, whilst Hammerson is heading in the right direction, this target cannot be considered achieved for this year.
Complete a review and gap analysis against all industry sustainability indices and benchmarks	France	Achieved	Corporate	Hammerson France conducted a review of the main existing benchmarking systems for property on the market, comparing advantages and disadvantages of each system. Philippe Bouveret has attended a number of presentations on the different benchmarks available in the French marketplace.
Publish a quarterly CR newsletter for all Hammerson France staff.	France	Achieved	Corporate	Hammerson France has designed a CR newsletter. The first edition was sent to all Hammerson staff in November 2009. Although the newsletters have not been produced for all quarters in 2009, Upstream has seen evidence that Hammerson France intends to produce those newsletters every two months from 2010 onwards.

Knowledge and reporting

## UPSTREAM'S ASSESSMENT OF HAMMERSON 2009 PROGRESS AGAINST TARGETS

Name target	Country	Progress against target	Scope	Upstream comments
<b>2009 assessment against rolling targets</b>				
Name target	Country	Progress against target	Scope	Comments
Rolling target energy 2010: 19% for Shopping Centres	UK	On track to be achieved	Managed shopping centres	The UK shopping centres achieved a 15.9% reduction in energy consumption expressed as CO2e on a like for like basis when normalised by metre squared. On track to be achieved.
Rolling target energy 2010: 19% for Offices	UK	On track to be achieved	Managed offices	The UK offices achieved a 19.6% reduction in energy consumption expressed as CO2e on a like for like basis when normalised by metre squared. This target was assessed for the 4 offices that have been included in the UK office portfolio since 2006.
Rolling target energy 2010 - 11% for France offices	France	Not applicable	Managed offices	In 2009, Hammerson France sold its two offices, Rue de l'Universite and Trois Quartiers. Therefore this target is not applicable.
Rolling target energy 2010 - 11% for France shopping centres	France	On track to be achieved	Managed shopping centres	Hammerson France exceeded its energy rolling target in 2009 with the achievement of a reduction of 17.3% in energy consumption when expressed in CO2e and normalised by metre square across its managed shopping centres against a 2006 baseline. It should be noted that there were 2 significant restatement in the French energy data in 2009: - the Parinor common parts area, both before and after the extension work - Place des Halles gas and electricity consumption figures which were restated for all years back to 2006.
ROLLING TARGET FOR 2013: Increase the proportion of waste diverted from landfill through recycling across the managed portfolio by 2013 to the following amounts: • 75% for UK shopping centres	UK	On track to be achieved	Managed shopping centres in the UK	In 2009, the proportion of waste recycled, reused or composted (through onsite and offsite segregation) reached 53% for UK shopping centres.
ROLLING TARGET FOR 2013: Increase the proportion of waste diverted from landfill through recycling across the managed portfolio by 2013 to the following amounts: • 75% for UK offices	UK	On track to be achieved	Managed offices in the UK	In 2009, the proportion of waste recycled, reused or composted (through onsite and offsite segregation) reached 40% for UK offices. This percentage reflects both onsite recycling and offsite recycling (for waste sent to Material Recycling Facilities).
ROLLING TARGET FOR 2013: Increase the proportion of waste diverted from landfill through recycling across the managed portfolio by 2013 to the following amounts: • 50% for France (shopping centres)	France	Not on track to be achieved	Managed shopping centres in France	In 2009, the proportion of waste recycled, reused or composted (through onsite and offsite segregation) reached 28% for French shopping centres. At the moment, Hammerson France's recycled waste percentage reflects cardboard segregated onsite for recycling. Upstream considers that this target represents a challenge for the French managed shopping centres for two reasons: - the facilities for increasing the amount of recycling onsite do not exist at present except for cardboard and there is no projected capital investment to enable increased recycling in the short term - Hammerson France at present does not have full transparency on the final destination of its waste removed by contractors; in the case of two shopping centres (Italie 2 and St Quentin), most waste appears to be sent to landfill or incinerated for use as fuel, rather than recycled.

Rolling target- energy

rolling target- waste