

# Responsible Property Investment Objectives & Management Targets: April 2011 – March 2012



<b>Governance</b>	
<b>1</b>	<b>Objective: Maintain our established internal governance procedures to ensure the continued suitability and successful implementation of our RPI policy</b>
1.1	Maintain the internal RPI committee
1.2	Ensure the RPI Committee annually reviews the continued suitability of our RPI Policy and Objectives & Management Targets
<b>2</b>	<b>Objective: Maintain regular involvement and engagement with relevant industry bodies and stakeholders on RPI and sustainability, and communicate with our key stakeholders about our RPI policy and objectives and our subsequent performance</b>
2.1	Publish FY 2011 objectives and target documents on the website and subsequently publish performance against key targets and other achievements
<b>3</b>	<b>Objective: Work with our third party advisors and service providers to promote the successful implementation of our RPI policy</b>
3.1	Engage with property managers and related contractors throughout the year to continue to build capacity and assist them in successfully delivering our RPI strategy and meeting management and performance targets, through the implementation of a strategic property management approach and asset-specific actions
3.2	Provide third party advisors and service providers with the guidance and information necessary to successfully integrate key sustainability factors into their instruction with USS, such as due diligence, legal advice and asset business planning
<b>4</b>	<b>Objective: Ensure that USS and the assets we are responsible for comply with current legislative and regulatory requirements, and demonstrate preparedness for any forthcoming legislation</b>
4.1	Review and further improve the efficiency of third parties' energy data management and collection processes from managed assets and newly-acquired assets, to ensure compliance with CRC requirements, and to reduce Allowance costs of the Scheme to USS

## Responsible Property Ownership

<b>5</b>	<b>Objective: Achieve consistent and accurate measurement and monitoring of our most significant environmental and social impacts and set targets to reduce these</b>
5.1	Identify key assets within the portfolio to reduce landlord controlled energy consumption and implement improvement works
5.2	Roll out a good practice water management programme to further reduce the landlord-controlled water consumption of the portfolio
5.3	Roll out a good practice waste management programme to further reduce waste sent to landfill across the portfolio
5.4	Establish a responsible procurement policy
<b>6</b>	<b>Objective: Work with our occupiers in order to address the indirect impacts of our portfolio and reduce the exposure of our assets to carbon and energy efficiency legislation</b>
6.1	Review the range of sustainability clauses currently proposed or in use in the property sector with a view to potentially including such clauses in new leases and Memoranda of Understandings for existing occupiers (where appropriate). The aim of including such clauses in leases would be to provide a clear framework to work with occupiers in the light of developments such as the CRC Energy Efficiency Scheme
6.2	Communicate our RPI Policy, Objectives and Targets to our existing occupiers in 2011 and provide guidance if required to help them minimise their current energy, water and waste impacts
6.3	Encourage our occupiers to have due regard to our RPI strategy when granting approval for proposed improvements, by providing guidance to support more sustainable occupier fit-outs

<b>Responsible Property Development</b>	
<b>7</b>	<b>Objective: Integrate sustainability considerations into all aspects of our development activities</b>
7.1	Develop and publish externally a document covering the USS Responsible Property Development Policy, Objectives and Commitments
7.2	Monitor all community investment (including S106, cash and in-kind) during the financial year 2011 and publish this on the website in April 2012

<b>Responsible Asset Management</b>	
<b>8</b>	<b>Objective: Take environmental and social risks and opportunities into account throughout the asset management of direct property investments</b>
8.1	Assess key environmental and social risks and opportunities and impacts to the portfolio prior to making purchasing and (where appropriate) disposal decisions in FY 2011
8.2	Following any acquisitions in FY 2011, address the social and environmental risks and opportunities identified at each asset for the duration it is held by USS, using appropriate solutions
<b>9</b>	<b>Objective: Take environmental and social risks into account regarding investments in indirect investment funds</b>
9.1	Assess the management of environmental and social risks and opportunities by indirect investment funds, prior to making investment decisions in FY 2011
9.2	Engage with all indirect fund managers during FY 2011 to ensure that they continue to mitigate the environmental or social risks of the investment