

Reporting, Review and Improvement:

We will report key performance indicators on our web site, updated annually with performance targets and comment.

Monitoring and Reporting:

Our Sustainability Policy will be reviewed and reported on annually (from April 09) using the following indicators:

Principle	Source of Impact	Objectives	Policies and Targets	Indicators	Actions in 2008/9
Energy and resource efficiency	Travel by staff	Minimise carbon emissions by avoiding unnecessary business travel	Increase the absolute number of meetings by teleconference, video conference or webcam	Number of teleconference video conference or webcam conferences	Record number of such meetings
		Minimise carbon emissions of staff business travel		GHG emissions from transport (from '10)	Record all lengths of business travel by mode and calculate GHG equivalent
		Minimise travel to work carbon emissions	Increase the number of staff travelling to work by bicycle or public transport		Provide company bicycles
	Office operations	Minimise carbon emissions from electricity and gas use		Estimated electricity and gas usage	Seasonal spot checks to estimate carbon emissions from office (shared facilities preclude metering)
		Minimise negative impact of paper use	Recycle all paper	Volume of waste generated Volume of residual waste discarded	Two week waste analysis to establish baseline
		Minimise other waste discarded	Recycle cans, plastics, metal. Compost organics. Maintain >70% recycling rate & less than 12kg residual waste per person per year	Volume of waste generated Volume of residual waste discarded	Two week waste analysis to establish baseline
		Avoid discard of usable office equipment	Cascade reuse of office equipment	Number of items of office equipment discarded as waste	
Carbon neutrality	Mainly staff business travel and office operations	Declining GHG emission intensity	3.5% reduction per year to meet 80% target by 2050	Estimated GHG emission intensity	

Principle	Source of Impact	Objectives	Policies and Targets	Indicators	Actions in 2008/9
		Carbon neutrality	Offset residual GHG emissions	Total GHG emissions	Monetise GHG emissions according to current cost of carbon
Sustainable procurement	Operation of a new office	Reduce GHG emissions	Specify BREEAM excellent or better	Ecopoints or equivalent	
	Car hire	Reduce GHG emission	<150g CO ₂ /km cars to be hired	Number of trips in non-compliant cars	Communication with supplier
	Embedded or in-use carbon impact of office equipment and consumables, and other pollutant / resources issues	Reduce carbon / resource intensity and reduce hazardous materials	Use EPEAT, Ecolabel or Energy Star Standards for equipment		Communicate policy to IT procurer
Low Impact Lives	Travel to work	Staff travelling by walking / bicycle / public transport	Provision of company bicycles	Proportion of staff travelling to work by public transport / walking / cycling	
Social involvement	Staff contribution to community life	Improvement of local / national community life or of local environment	Encouragement of volunteering. Some availability of company time.		

Red = key reported indicator

Black = indicator for internal management purposes

Our progress in sustainability (reported measures):

- Carbon emissions per person per year
- Total waste generated per person per year
- Residual waste discarded per person per year
- Recycling percentage
- Proportion of business travel by public transport