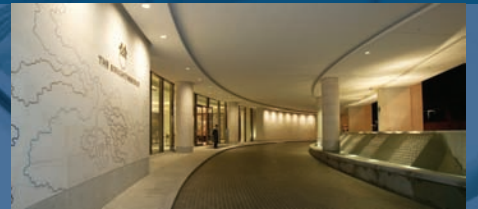


# Corporate Responsibility

Our vision for the long-term future



**Vision and strategy** We are all increasingly aware of the contribution that we make to society while going about our daily business – this, in essence, is what corporate responsibility means to us at Brookfield. It matters that we see ourselves as a responsible business with a clear focus on providing benefits to the locations where we work, to our staff

and sub-contractors, and to the communities where people live, shop and work.

We have set environmental and social benchmarks for best practice. We have defined ways for measuring, monitoring and reporting back on our progress towards being a leader in our sector.

## Contents

- 01 Chairman's introduction
- 02 Brookfield Europe at a glance
- 04 Corporate responsibility matters
- 06 Our values
- 07 Workforce health and safety
- 08 Sustainable business
- 10 Employee development and ethics
- 10 Communicating with communities
- 10 Customers and end consumers
- 12 Looking ahead: initiatives and priorities

Front cover: Award-winning buildings that provide excellent working and living spaces for people, combined with an environmental focus, are central to Brookfield Europe's approach.

## FEEDBACK



For more information about this, our first CR report, please contact us on the email address below.

We welcome any constructive feedback or comments.

[cr@brookfieldeurope.com](mailto:cr@brookfieldeurope.com)



# Defining our values, strategies and policies

**James Tuckey, Chairman,  
Brookfield Europe**

It is vital that we act as a responsible business and provide visible benefits to the locations where we work and the communities where people live, shop and work.

In this, our first Corporate Responsibility report, I am keen to outline Brookfield Europe's values, strategies and policies. These cover a very wide range of environmental, social and economic subjects; these are central to who we are, what we do and how we do it.

We must act as a responsible business and provide visible benefits to the places we create and for the communities where people live, shop and work. Our development, construction and services businesses need to adopt industry-leading safety processes and environmental standards.

As people involved in investment, development, construction and facilities management our work affects all our stakeholders – customers, staff, the supply chain, communities where we operate – as well as having an impact on the environment and society. Our projects use finite global resources, impact on thousands of lives in the UK and Europe and underpin the careers of our employees.

We have a responsibility for the safety and well-being of our people and to the environment. Without a clear focus on these relationships we will not have a sustainable future.

We want our staff, and all those who come into contact with us, to share our vision and our CR cultural values.

In order to promote our corporate responsibilities, we have established a CR committee and set up an appropriate reporting structure from Board level right through to on-site developments. Everyone who works with us will become aware of our policies and performance indicators. I am sure this will change and improve the way we act and behave towards all our stakeholders. The pages that follow map out where we are today and in future reports we will monitor and share our progress.

**We are part of the Brookfield Group which operates in:**

- Australia
- Brazil
- Canada
- Chile
- Germany
- Gibraltar
- New Zealand
- Qatar
- UAE
- United Kingdom
- United States



263 EMPLOYEES IN EUROPE

£382m

BROOKFIELD EUROPE'S TURNOVER IN 2007 WAS £382 MILLION



INVESTMENT IN HIGH WYCOMBE TOWN CENTRE TOTALS £250M ON COMPLETION

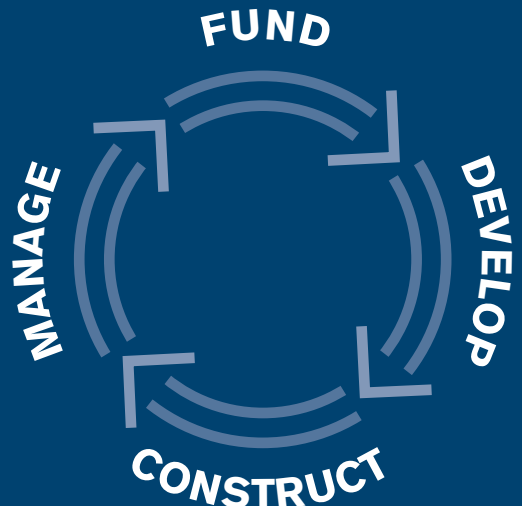
>8,500

OVER 8,500 TOTAL EMPLOYEES IN THE GROUP WORLDWIDE

# Brookfield Europe at a glance

**How we operate**

Our involvement spans the entire project cycle. We invest in, design, build and operate large-scale projects – with a particular emphasis on long-term sustainable design.



Brookfield Europe is a London-based property company, involved in fund management, development, construction and facilities management in the UK and, increasingly, across Europe. We invest in, design, build and operate large-scale projects – with a particular emphasis on long-term sustainable design.

Currently we have major developments underway at Aylesbury, High Wycombe, Peterborough, Newcastle and in London at Canary Wharf and Elephant & Castle. We have also begun to expand our investment and development activities into Europe, with Fund Management investments in Germany and a mixed development in Gibraltar.

We are part of the Brookfield Group which, in addition to being a major force in the property sector, is heavily involved in renewable power generation and infrastructure assets worldwide. Its history spans more than 100 years and the group is headquartered in New York and Toronto, owns property assets of US\$ 35 billion and has assets under management of approximately US\$ 90 billion.

Our group employs over 8,500 people in the Americas, Europe and Australasia; and in North and South America we are a significant supplier of environmentally sustainable hydroelectric power generation. We own and manage Canada's largest wind farm, as well as some 11,000 km of power transmission lines in Northern Ontario, Brazil and Chile; we also own over 2.5 million acres of high quality forests.



BROOKFIELD EUROPE HAS OVER 150 SUB-CONTRACTOR RELATIONSHIPS

92%

92% POSITIVE RESPONSE IN RECENT STAFF HEALTH AND SAFETY SURVEY



BROOKFIELD GROUP'S TURNOVER IN 2007 WAS US\$ 9.3 BILLION

229,091 sq m

229,091 SQ M OF RETAIL & COMMERCIAL PROPERTY MANAGED IN GERMANY

**Long-term assets and long-term projects**

The chart shows how Brookfield have a continuous flow of projects at various stages of the development cycle.

	DEVELOP	CONSTRUCT	MANAGE	FUND
AYLESBURY				
CANARY WHARF				
ELEPHANT & CASTLE				
HIGH WYCOMBE				
NEWCASTLE UPON TYNE				
PETERBOROUGH				
EATON PLACE, LONDON				
GERMAN RETAIL				
CRICKLEWOOD, LONDON				
GIBRALTAR				
ST JAMES RETAIL, LONDON				
CROMWELL ROAD, LONDON				



# Corporate responsibility matters

**Ashley Muldoon, MD, Brookfield Construction** explains how we manage corporate responsibility in the context of the design, development and operation of our large-scale projects.

## 80%

TARGET FOR OFFICE WASTE RECYCLING

“

CR IS VITALLY IMPORTANT FOR THE WELL-BEING OF OUR STAFF AND SUPPLIERS, OUR CLIENT RELATIONSHIPS, AND FOR EXTERNAL PERCEPTIONS OF THE COMPANY.

”

## FTSE4Good

WE HAVE BEEN ACCREDITED BY THIS INDEX WHICH MEASURES COMPANIES' PERFORMANCE IN MEETING GLOBALLY AGREED CR STANDARDS

We are all increasingly aware of the contribution that we make to society while going about our daily business – this, in essence, is what corporate responsibility means to us at Brookfield. It matters that we see ourselves as a responsible business with a clear focus on providing benefits to the locations where we work, to our staff and sub-contractors, and to the communities where people live, shop and work. Then we have to communicate our values and our enthusiasm.

In this, our first ever CR report, we have set environmental and social benchmarks for best practice. We have defined ways for measuring, monitoring and reporting back on our progress towards being a leader in our sector. Recently we were recognised by FTSE4Good, the index that measures companies' performance in meeting globally recognised corporate responsibility standards, and I view this accreditation as the first of many ways that we will be seen to be an employer of choice, as we set new standards for best practice and aim to be the best in our sector.

CR is vitally important for the well-being of our staff and suppliers, our client relationships, and for external perceptions of Brookfield Europe as a good potential business partner. Our record also helps us when tendering for new development opportunities, for example, which is good for the

company's future; and our ability both to attract and retain staff benefit from our reputation as a fair and decent employer.

In future reports we hope to show tangible improvements from the baselines that we have set. We all have a part to play in this and I encourage employees reading this report to develop greater awareness and understanding of how they can play a role in CR, and to share their ideas by feeling free to contribute suggestions, perhaps even to challenge ways of thinking about our environmental, social and economic impacts.

I believe that these factors are integral to our company culture: they play a part in every facet of our work, from the way we plan our developments through to the feedback we receive from end users – and everything in between. I am convinced that this is good for all our long-term futures.

**Goals and objectives of the committee**

Our purpose is to integrate environmental and social considerations into our everyday working practices and embed them in our corporate values. In establishing the committee, our objective was to guide the design, construction and operational processes, raise awareness and promote sustainability objectives and targets to our staff, partners, consultants and suppliers. Specifically, the committee will position us at the forefront of CR and sustainability by:

- designing and building using holistic, integrated solutions;
- identifying staff training requirements and running awareness programmes to meet these needs;

- endeavouring to achieve practical and sustainable solutions that achieve optimum results;
- defining processes, standards and guidance for staff to help them take sustainability into account at every stage;
- increasing staff understanding of all the relevant legal, planning approval and local authority requirements;
- attending key industry conferences and seminars, joining relevant industry bodies and identifying third parties to develop relationships with;
- enhancing our brand as a market leader, delivering a sustainable future.

**Reporting on our progress**

Whilst we recognise that initially there has been a shortage of data to measure our performance, we are setting and agreeing Key Performance Indicators (KPIs) during 2008, so that we will be able to report on progress. As you can see on page 12, we have already identified a number of KPIs – covering systems and performance – against which we will monitor progress.

**Committee membership**

The committee is chaired by George Assimakopoulos, who is the Construction Director with responsibility for Retail Construction.

We established a Corporate Responsibility committee in October 2007, shortly after the merger of Brookfield and Multiplex, to formalise our approach to CR. This gave us the opportunity to define principles, advise on policy, monitor progress over time and provide a reporting mechanism for every aspect of our work in this area.

**How the CR committee works**

Led by George Assimakopoulos, who is a member of the Construction Board, the committee's members have been chosen from across the company and meet every two months. It reports to the UK Executive Committee of the company after each meeting and advises it on performance. Health and safety issues are monitored on a monthly basis, while a full and formal review of all our policies will be held annually.

Each committee member is an expert in their field, so that we achieve a representative balance of viewpoints and input from all parts of the company. They regularly attend key industry conferences and seminars in order to gain insight into best practice from outside the company.

NAME	TITLE	AREA OF RESPONSIBILITY
GEORGE ASSIMAKOPOULOS	CONSTRUCTION DIRECTOR	COMMITTEE CHAIRMAN
ALAN PEACH	DIRECTOR OF DEVELOPMENT	DEVELOPMENT
BOB ARNOLD	HEALTH AND SAFETY DIRECTOR	HEALTH, SAFETY AND THE ENVIRONMENT
ROBERT NEWTON	MD OF BROOKFIELD SERVICES	COMMUNITY
ALICE GARTON	LEGAL COUNSEL	ENVIRONMENTAL LAW AND POLICY
CHRIS LOVEJOY	MECHANICAL & ELECTRICAL SERVICES DIRECTOR	SUSTAINABLE DESIGN
ELLE KNIGHTLEY	HEAD OF HR	EMPLOYEES, ETHICS AND BUSINESS CONDUCT

Potential risks are identified and managed. Opportunities for initiatives and improvements are brought to the table, either by the committee members or from ideas suggested to them by staff, with the committee's recommendations going directly to the UK Executive Committee. This is a key part of our strategy: to encourage participation from all corners of the business, to strengthen a culture of shared values and support continuous improvement.

“EACH COMMITTEE MEMBER IS AN EXPERT IN THEIR FIELD, SO THAT WE ACHIEVE A REPRESENTATIVE BALANCE OF VIEWPOINTS AND INPUT FROM ALL PARTS OF THE COMPANY.”

# Our values



OUR VALUES WERE REVIEWED, REDEVELOPED AND REPUBLISHED IN 2007, FOLLOWING EXTENSIVE CONSULTATION ACROSS A WIDE NUMBER OF EMPLOYEES. THESE CULTURAL VALUES HAVE NOW BEEN COMMUNICATED TO EVERYONE WHO WORKS WITH US AND WE BACK THEM WHOLEHEARTEDLY.

Sharing common values is vital to the success of our corporate responsibility programme. They inform and underpin all our plans, actions and outcomes – and we encourage behaviour that supports them. We summarise these as follows:

## Care and respect

Our people's well-being and safety are our number one priority; we show we care about them by:

- doing our best to provide safe workplaces;
- stopping any work that might be unsafe;
- supporting our staff in achieving the right work-life balance.

## Disciplined entrepreneurship

Key to our success is a 'can do' attitude and we encourage innovation, disciplined thinking and smart action by:

- challenging the status quo, in project concept, planning and design;
- encouraging our people to 'think like business owners';
- valuing diversity of experience and ideas.

## Integrity

We are honest and fair in all our dealings, and behave in ways that build trust by:

- being truthful, because it shows respect for people;
- being open and transparent.

## Leadership

Our people are the source of our success; we aim to inspire and empower them to develop and perform to their best ability by:

- ensuring they are clear about our overall objectives, and their own part in achieving them;
- encouraging a collaborative and fun working environment;
- our leaders embodying the company's values, as role models.

## Teamwork

We share knowledge and resources; we believe that by working together, we deliver the best results by:

- meeting regularly and consciously planning activities that build teams;
- sharing information that might be helpful to colleagues.

# Workforce health and safety

Our responsibility reaches beyond our employees and includes our sub-contractors and the people who use our buildings everyday.

We have management systems in place which help us to bring our construction experience to bear on the design stages with the objective of reducing health and safety risks during the construction process.

We see health and safety as a set of shared, cultural values which unite us in every aspect of our work and which are reflected in our actions. The clearest demonstration of this is our Safety Leadership Programme, which is an extensive and wide-ranging process that enables the leaders of the business to emphasise and drive our vision.

Driven by the most senior people in the business, it allows them to demonstrate their commitment to health and safety in a tangible way, and to ensure that this key issue is never far from our thinking.



AROUND 200,000 PEOPLE USE OUR BUILDINGS EVERY DAY

50,754sq m 10%

50,754 SQ M OF PROPERTY ASSETS AT CANADA SQUARE (CANARY WHARF)

TARGET FOR IMPROVEMENT OF OUR ACCIDENT FREQUENCY RATE IN THE COMING YEAR

## Safety Leadership Programme

It is made up of four sections:

- Management systems, including CoSHEQ procedures, ISO and OHSAS compliance;
- Culture programme, including on-site workshops, induction, safety leadership, behavioural safety;
- Decision-making checklists, covering all key areas of the business;
- Points based incentive scheme for senior safety leaders to develop their own skills.

The positive role that our staff play is also vital; they lead by example and, in meeting the high standards of all codes at all times, can have a positive influence on others such as sub-contractors. This engenders a co-operative culture on site and improves our collective safety at work. We undertake health and safety audits frequently and act upon their findings. At every level of the business, we value our people and do our best to protect and develop them as an asset.

## Key achievements in 2007

- We have established a Safety Leadership Committee comprising senior managers from across the UK businesses. Its members' role is to lead by setting high profile standards, contribute ideas from their areas of expertise, and encourage the highest priority within management culture for health and safety.
- We have an integrated management system for Common procedures on Safety, Health, Environment and Quality (CoSHEQ) which is third-party certified to ISO 9000:2000, OHSAS 18001:2007 and ISO 14001.
- We have published a revised Supervisors' Manual on health, safety and environmental management.
- Staff survey: we achieved a 92% overall positive response from our staff about the importance that we place on health and safety, as a company.
- A Code of Conduct, based on a 'just' culture, for induction meetings.

## Initiatives and priorities

We continue to improve and enhance our performance in a number of ways, and are constantly developing our policies. This year we are working on the following initiatives:

- A behavioural safety programme, called 'It's Your Life!' based on the principle of understanding the difference between individual appetites for risk outside work compared to the approach that should be taken whilst at work;
- Critical Safety campaign: a small fault could have a 'critical' outcome, so we are addressing this issue by managing safety according to the consequences of an error rather than the complexity of the control measure;
- The role of CDM Coordinator (construction, design and management) has been brought in-house, where possible, to ensure that the principal contractor, designer and client on each project adheres to their defined responsibilities and duties at all times.

# Sustainable business

## A key part of our future

Sustainability links all parts of our business for everyone within Brookfield, from those who create the design concepts through to those who translate the vision into real life projects – and all the skills and disciplines in-between. It is an issue that we bear in mind from the start of every project, including:

- in the design process, for example, planners make responsible waste management plans from day one;
- at the construction phase, we recognise that our usage of natural resources (water, energy, materials) is a responsibility; and
- in procurement, we do our best to use raw materials from sustainable sources and check their ethical credentials.

**HIGH WYCOMBE** Developing a Shopping Centre such as 'Eden' in High Wycombe has rejuvenated the town centre and transformed it into a focal point for shoppers and retailers from all over the Thames Valley. As well as doubling the number of customers when compared to the previous complex, with footfall now reaching 350,000 per week, Eden offers a range of leisure facilities that draw people into the town, keeping it busy and vibrant in the evenings. At the same time, we have seen office users seeking premises being attracted to the area.

£250m

£250 MILLION TOWN CENTRE  
REGENERATION SCHEME

125

EDEN PROVIDES A TOTAL OF 125 RETAIL  
UNITS AND TWO ANCHOR STORES

1,750

EDEN HAS CREATED OVER 1,750 NEW  
FULL AND PART-TIME JOBS



95,400sq m

THIS NEW ACUTE HOSPITAL PROJECT PROVIDES 95,400 SQ M OF FLOOR SPACE

612

THESE ADDITIONAL 612 BEDS WILL REPRESENT A SIGNIFICANT NEW FACILITY FOR THE LOCAL AREA

20

INCLUDED IN THIS NEW HOSPITAL WILL BE 20 OPERATING THEATRES



**PETERBOROUGH** The Peterborough Hospital PFI project is a perfect example of the Brookfield Integrated Property Model at work in developing efficient and sustainable solutions. Through the continuous involvement of design, construction and operational resources from the initiation of the project we have been able to develop, in conjunction with our colleagues in the Trust, a scheme that will not only optimise clinical efficiencies but also harnesses technologies that minimise the environmental impact.

### Design and development

We are committed to the principle that every business decision should consider the long-term effect of those decisions, and take into account current and future environmental, safety, health and economic considerations. Reviewing and improving our sustainability practices is an ongoing process.

Environmental initiatives across all our operations cover energy efficiency, recycling, air quality standards, wildlife preservation and supply chain stewardship. These initiatives benefit the company over the long term from an economic perspective, both by increasing competitiveness and strengthening the local communities in which we operate.

Our sustainability objectives document sets out processes and procedures for design, construction and post-project completion management. This ensures compliance with the Building Regulations (Part L2) objectives and target emission levels. It also covers how to maintain sustainable building operations in the long term, as well as providing assistance in identifying relevant standards and codes of practice, reference guides and other sources of information.

Our project design and construction teams are required to meet all the legal, planning approval, local authority and other conditions relevant to their particular project and location. To help them develop a better understanding and knowledge base about delivering sustainable buildings, a programme of in-house presentations and awareness courses has been established.

We take a long-term view and our objective is to deliver cost-efficient and sustainable buildings. The earliest stages of concept design include a whole lifecycle design risk assessment to ensure that the best building technologies are selected for each project.

### Services

The Services division of Brookfield has adopted the 'Charter for Sustainability' devised by the British Council of Shopping Centres (BCSC). This helps us to address the impact throughout our portfolio in four key areas: energy and climate change, waste, community and water.

Staff will attend in-house presentations, training courses and conferences, to gain a greater understanding of this important subject.

4 key areas

ADOPTING THE 'CHARTER FOR SUSTAINABILITY' HELPS US ADDRESS OUR IMPACT IN THE FOUR KEY AREAS OF ENERGY AND CLIMATE CHANGE, WASTE, COMMUNITY AND WATER

## Employee development and ethics

### Our people

- well-being and safety are always our first priority;
- we support and encourage a healthy work-life balance;
- our people are the key to the company's success;
- our leaders' role is to inspire and empower.



PRESENTED BY LONDON DISTRICT SURVEYORS ASSOC., FOR THE WEMBLEY NATIONAL STADIUM PROJECT

## Communicating with communities

### Care and respect for communities

For us, a successful project is one where we add to the community where we work, and where they 'miss us' when we leave. We acknowledge that any new development will inconvenience people; by talking with them, and understanding their concerns, we can make everyone's lives easier. In this way, we can collaborate and find solutions that minimise disruption and intrusion, while being seen to live up to our reputation as a developer that cares.

Awarded  
**Best Fire Engineered Solution**  
**Best Structural Innovation**  
**Best Commercial Project**

Awarded  
**Site of the Year**

## Customers and end consumers

Because of the scope of our activities, we have different types of 'customer' for each part of our business. These can range from local authorities, for a large town centre development, to office tenants whose contact with Brookfield is as services and facilities managers. A successful relationship with the former may centre on meeting delivery targets, minimal defects at completion or building links within a local community; in the latter instance, prompt response and reliable delivery of service are paramount to our success.



PRESENTED BY CITY OF WESTMINSTER'S CONSIDERATE BUILDERS SCHEME, FOR EATON PLACE

### Ethics

We strive to be fair and honest in all our dealings and behave in ways that build trust. Our Code of Business Conduct and Ethics plays an essential role in how we manage the business.

#### Priorities for 2008

Brookfield Europe's values were developed after consulting a cross-section of people within the company. In 2008-09 we will continue to work towards translating our values into behavioural change by incorporating our values within our HR and corporate practices by:

- communicating values throughout the business;
- ensuring values translate into behavioural change;
- setting parameters for future initiatives;
- continuing to develop best practice.

From the earliest stages of a project, we make a point of:

- forming relationships with local residents and close neighbours who may be affected by our work;
- communicating through regular newsletters and updates;
- establishing a dialogue with councils to help minimise potential nuisances such as noise, dust and vibration;
- maintaining regular contact with police and other local groups and committees, to support them in addressing issues that affect daily life in the area;
- sponsoring and taking part in local charitable events.

#### The Strata Project, Elephant & Castle 2007 community initiatives. We:

- attend the Draper Estate monthly management meeting;
- sit on local crime prevention committee;
- attend regular meetings with Southwark Council's environment enforcement team;
- sponsor the local community festival.

### Customer service, end user satisfaction

The Brookfield Services business model is focused on delivering services to the satisfaction of our customers and end users. One of the key values held by all staff within the business is that we 'deliver on our promises'.

### Measurement and feedback/satisfaction surveys

It is important to measure the level of success being achieved in terms of customer satisfaction. We regularly invite formal and informal customer feedback, which is fed back into the business to help identify areas for improvement and opportunities to develop new initiatives that positively impact on the customer experience.



**'HOUSE OF HOPE'** Eight of our graduates took the opportunity of a lifetime, to travel to South Africa and participate in a three-week project to build a 'House of Hope' to house children orphaned by HIV/AIDS. Working with a charity in KwaZulu Natal, which had approached Brookfield for support, our group not only raised over £6,000 of funds in the UK for this but took the initiative to get involved in building it.

“ I LEARNT NEW SKILLS SUCH AS BLOCK-LAYING AND POURING CONCRETE – AS WELL AS MEETING COLLEAGUES FROM AUSTRALIA AND NZ.

”

ANDREW MURRAY

“ HELPING THOSE LESS FORTUNATE THAN YOURSELF IS PERSONALLY REWARDING; UTILISING YOUR PROFESSIONAL SKILLS MAKES IT EVEN MORE WORTHWHILE.

”

NICK TODD

“ THE TIME THAT I SPENT IN SOUTH AFRICA WAS ONE OF THE MOST FULFILLING EXPERIENCES OF MY LIFE.

”

DAVID CATER

“ BROOKFIELD DEMONSTRATED THAT EXCELLENT TEAM SPIRIT AND HARD WORK CAN PRODUCE GREAT RESULTS FOR WILDLIFE AND FOR PEOPLE. WE ARE REALLY GRATEFUL FOR THEIR SUPPORT.

”

JONATHAN LEADLEY  
BUSINESS DEVELOPMENT MANAGER  
WILDLIFE TRUST



**THE WILDLIFE TRUST FOR BEDFORDSHIRE, CAMBRIDGESHIRE, NORTHAMPTONSHIRE AND PETERBOROUGH** Brookfield Services, with a base in Peterborough, supports the local Wildlife Trust, which manages some of the county's most important nature reserves – havens for wildlife and people. At Grafham Water Nature Reserve in Cambridgeshire our employees built screening for birdwatching hides, and also cleared scrub, enabling wildflowers and butterflies to flourish. Our team spirit and hard work really gives something tangible back to the environment.

# Looking ahead

## Initiatives and priorities for the future

At the time of writing this, our first, CR report we are setting targets and benchmarks – systems targets that have already been implemented – as well as baselines to show our start point. Having set these standards, we will be able to show our performance against these indicators in future reports.

In addition to the KPIs aimed at promoting sustainability across all parts of the business, we are also committed to reducing our energy use in Brookfield Europe offices. We will carry out an assessment of the carbon footprint of each of our offices in the UK (including temporary site offices) and design solutions to reduce our energy consumption, introduce green procurement policies and recycle more materials.

## Twelve month objectives and related KPIs (July 2008 - June 2009)

### Sustainable design

1. Where Brookfield Developments is the client for the project, introduce whole lifecycle design risk assessments. This will be carried out to explore the most suitable building technologies selecting in priority:  
Passive engineering;  
Building services;  
Innovative technologies.

**KPI To report on lifecycle design parameters agreed for each new project.**

2. In support of our objective to design and deliver buildings and structures that achieve high standards of environmental sustainability, all timber products used on Brookfield developments, as far as reasonably practicable, will be FSC certified.

**KPI Publish list of FSC timber employed on our projects.**

### Community

1. Each project will undertake at least one initiative with the local community. This might include donating a Brookfield Cup to local schools or colleges in order to promote sports, or academic achievement,

sponsoring local junior sports teams, building BMX tracks or organising fund-raising initiatives. The choice will be left to the management team on the project.

**KPI Submission of a short report outlining the initiative together with photos.**

### Health and safety

1. To improve the Accident Frequency Rate on the 2008 (January to June) figure by 10%.

**KPI The difference between the two published figures.**

2. To avoid Major Accidents through the consolidation of the Major Accident Prevention programme.

**KPI The published number of Major Accidents (as defined in RIDDOR).**

3. The Safety Leadership Team which meets every three months, will receive suggestions for improvement and, where appropriate, will support the development and implementation. A minimum of three novel programmes are targeted. The scheme is to be publicised in SHEQ News.

**KPI Publish a summary of the approved programmes for implementation.**

4. To introduce a behavioural programme entitled 'It's Your Life!'. This will be rolled out via:  
Posters, site inductions;  
SHEQ News;  
On site workshops;  
Staff induction training.

**KPI Publishing the actual ways in which the scheme has been rolled out.**

**KPI Publish the findings of a questionnaire to staff and sub-contractors on their occupational health and safety beliefs.**

### Environment

1. 80% of office waste paper to be recycled.

**KPI Publish actual figure obtained.**

2. To develop a site waste management methodology to reduce packaging, increase recycling and reduce costs.

**KPI Publish list of improvements which have been established in the period.**



## FEEDBACK

For more information about this, our first CR report, please contact us on the email address below. We welcome any constructive feedback or comments.  
[cr@brookfieldeurope.com](mailto:cr@brookfieldeurope.com)

**Brookfield Europe**  
40 Berkeley Square  
London W1J 5AL  
United Kingdom

Tel: +44 (0) 20 7659 3500  
[www.brookfieldeurope.com](http://www.brookfieldeurope.com)