

# Celebrating Partnerships

Corporate Responsibility Highlights 2007



## Our part in the community

### Building for the future in Newcastle

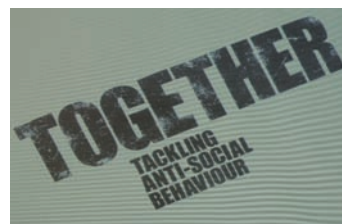
One of the UK's largest public/private property development initiatives



Environment

### Making a difference in Nottingham

Working with charitable and public bodies to address issues of crime and anti-social behaviour



Community

### The right mix of talent

We aim to bring out the best in people, by providing them with clear objectives, ongoing feedback and allowing them to be as innovative and creative as possible



People

### Focusing on safety

Liberty International places the highest importance on the health and safety of its employees, occupiers and shoppers. Our performance is monitored by independent external advisers



Health & Safety

## Introduction:

Bureau Veritas is satisfied that the information presented within Liberty International's 2007 CR web pages and this CR summary report is accurate, reliable, objective and a true reflection of their CR impacts and performance. For a detailed statement please go to: [www.liberty-international.co.uk](http://www.liberty-international.co.uk).



# How we view corporate responsibility

**Responsible CR management remains a core objective of the company and it is gratifying that we continue to be ranked as a leader in this field in the property sector by the major benchmarking agencies: Business in The Community Corporate Responsibility Index, FTSE4Good and JSE SRI Indices in 2007.**

The widely held acceptance of the damaging effect of climate change calls for urgent action by businesses and individuals to reduce carbon emissions. Energy, waste and transport are all ingredients of this growing problem. Liberty International is working with The Carbon Trust and a major specialist consultancy in calculating the carbon footprint for its shopping centres. The next stage is to work with the Trust to influence energy efficiencies at each property.

We satisfy most of our electricity supply requirements from renewable sources and the majority of the waste generated by retailers and the public at our shopping centres is being recycled or converted into energy.

Comprehensive travel plans have been published for most of our shopping centres providing the full range of travel options for our shoppers.

Our shopping centres continue their role in economic regeneration providing employment opportunities, recycling derelict or underused land back into productive use and generally acting as a core amenity promoting social interaction for communities they seek to serve.

Substantial progress has been made by the company in 2007 through partnering charitable organisations supporting voluntary work, particularly with young people in areas where our businesses are located.

We are proud to be working alongside organisations such as Sea Cadets Association and Crime Concern in engaging with young people. Our partnership with Crime Concern is particularly satisfying as it addresses issues relative to anti-social behaviour and citizenship. Progress to date confirms that youngsters, given the chance, respond positively to challenges and acquire life skills which enable them to play a full role in today's society.

I thank our staff for their enthusiasm and dedication without which it would have been impossible for Liberty International to drive forward its CR agenda in this increasingly complex and competitive world.

We remain committed to making further progress in 2008 and beyond. Our corporate responsibility objectives should favour all of our work and we will seek to enhance communication amongst all our people on both what is being achieved and our plans for the future. We will share our vision and encourage active participation from staff throughout the organisation to achieve our goals.

As our business continues to expand and mindful of further challenges we have strengthened our CR resources by the appointment of Alexander Nicoll as Director of Corporate Responsibility.

We owe a considerable debt to Peter Badcock whose advice and guidance on CR matters over the last six years has been invaluable. Peter has announced his retirement as a consultant, but I am delighted he will remain available to provide support on specific community projects.

Corporate Responsibility remains an integral part of our management philosophy and core to the values which we believe are essential in the stewardship of our business.

**Sir Robert Finch**  
Chairman

## Environment:



## Greener and cleaner

As one of the UK's largest property companies, we recognise that we have a responsibility to manage and minimise our impacts on the environment, as well as an opportunity to contribute positively to the regeneration of the built environment. We have worked extensively to embed sustainable design and management practices across our business.

### ► Just the ticket:

Comprehensive travel plans have been produced for seven out of 10 of our directly managed shopping centres. The remainder will be completed in 2008.

### ► Did you know:

Our UK shopping centres utilise half hourly energy metering software to monitor energy use and target areas and times of excessive use through effective management control.

### ► Our carbon footprint:

We will use the outcomes of our carbon footprint study to raise awareness of what staff and retailers can do as individuals to minimise energy use. We seek also to integrate energy efficient and low carbon features, such as natural ventilation, into our new developments from the outset in an effort to minimise energy use across the lifetime of a development.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

### Fast facts:

- ▶ **95%** energy procured from renewable sources
- ▶ **7%** reduction in energy consumption in our 12 UK shopping centres
- ▶ **22,959** tonnes of waste handled in our UK shopping centres
- ▶ **39%** recycled on and off-site
- ▶ **19%** incinerated for energy
- ▶ **42%** consigned to landfill (49% – 2006; 52% – 2005)

### Did you know:

**We have established the carbon footprint of all our directly managed shopping centres. We will be using this information to manage our energy consumption in even more detail in the future.**



Vision for Eldon Square

# Building for the future in Newcastle

Eldon Square is the principal shopping centre in Newcastle, designed and built in the 1970s to the requirements of that era. To ensure that the city centre does not become outmoded compared to current and future expectations, Capital Shopping Centres (CSC) undertook a major review of the shopping centre and how it integrated into the city centre. The result was a phased plan of upgrading and reconstruction of facilities to provide commercial and environmental benefits to businesses and the community.

One of the central elements of our work from the outset at Eldon Square has been the regeneration of Old Eldon Square, designed by renowned local architect John Dobson in the nineteenth century. The square is one of the few green spaces in the city centre and is currently being refurbished with new natural stone pavings, walls, railings, landscaping and a spectacular lighting scheme. The square's centrepiece, the George and Dragon War Memorial has been refurbished by CSC.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

## Go Green at MetroCentre

MetroCentre, in partnership with Business in the Community (BITC) and the British Council of Shopping Centres (BCSC), hosted a two-week exhibition aimed at mobilising the general public into being more environmentally aware. The event featured actions that consumers can undertake to limit their impact on climate change and promoted the "green" messages of other key agencies including the Environment Agency, Great North Forest, National Trust, Northumberland Wildlife Trust and the Royal Society for the Protection of Birds.

To encourage participation, numerous interactive elements were included in the event; such as giving away environmentally friendly bags, selling trees and getting shoppers to make personal pledges to reduce energy usage or increase household waste recycling.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

Business in the

Community



A MetroGnome lends a hand



Covent Garden reborn

## Great ideas in Covent Garden

The Covent Garden Estate was purchased by Capital & Counties (Covent Garden London) in August 2006 and now comprises 750,000 sq. ft. with a value approaching £700 million over 42 buildings. This scale offers a critical mass to effect demonstrable district change and the intention is to add to our investments and work with our neighbouring landlords to become a leading part of the community and a qualitative long-term investor in the area.

The Covent Garden London vision is to reinvigorate Covent Garden by creating a flagship destination for Londoners and visitors alike, offering vibrant retail, excellent entertainment, world-class dining and hospitality. Our plans to reactivate a sense of place at street level will support enhanced residential and office accommodation in the upper parts creating value uplifts throughout the enlarging estate.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

## Community:

### Fast facts:

- ▶ **5,000**  
hours of community involvement
- ▶ **£972,000**  
community support donated by UK shopping centres and Covent Garden
- ▶ **£271,000**  
group charitable donations

Did you know?

**Our support of the Crime Concern "Say Yes" challenge in Nottingham during 2007 has proved to be a great success with many other organisations wanting to be involved in phase two, to help more young people gain valuable social skills and work experience.**

## A strong community

Our community programme involves working with both local and national organisations to deliver support to communities where our shopping centres are located, focusing in particular on youth, education and the prevention of crime and anti-social behaviour. Whilst each are distinct subjects in their own right there is a common thread through from the very young to working age and beyond. Our major partners reflect our belief that supporting young people at the earliest possible age will help enable them to lead happier and more fulfilling lives.

### ► Communications:

Proactive engagement with a broad range of stakeholders and comprehensive reporting through our website.

### ► Retailers and occupiers:


A new engagement programme has been set up to enable us to improve further our understanding of their requirements.

### ► Customers:

Shopper feedback and research programme.

### ► Community:

Focused community engagement and development of proven initiatives to other locations.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



The Say Yes One-Life team and their mentors

# Making a difference at Nottingham

Central to our aim to promote the prevention of crime and anti-social behaviour and their effects on communities we are partnering Crime Concern in a social enterprise awareness programme with a range of underperforming schools and other agencies providing support for vulnerable young people.

Continuing the theme and building on the success of a project at Harrop Fold School, Salford, it was agreed to extend the programme to Nottingham where we are working with a selected group of young people from Bulwell Youth Inclusion Project. The Victoria Centre, Nottingham is acting as the sponsor with Nottingham Crime and Drugs Partnership.

Some 40 young people took part in the social enterprise project which was spread over 12 weeks. Nottingham County Cricket Club kindly provided facilities at Trent Bridge cricket ground for the launch and finals nights. The participants came up with a number of imaginative ideas for addressing anti-social behaviour in the Nottingham City centre, including poster campaigns, secure bicycle storage and an advice centre. We are working with various agencies to implement some of the proposals.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

## Creating a splash

We continue to support the Sea Cadets reflecting the importance of their mission to encourage young people aged between 18 and 20, from diverse backgrounds to realise their potential by learning a variety of skills in a structured environment. The Sea Cadets provide activities with a nautical flavour, developing teamwork, enterprise, respect and integrity, all of which are key elements in today's broader educational processes.

We hosted the second Sea Cadet Fest at Lakeside in September 2007. The weekend included the Sea Cadet band, traditional displays of historic naval skills, canoeing and yachting. The festival was a great success and served as a catalyst for the recruitment of 35 young people as new cadets or juniors.

We also supported for the third year the annual Trafalgar Day Parade in London led by the Sea Cadets.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



Full sail ahead!

## Raising money for the Breast Cancer Campaign

In a campaign across our UK shopping centres and at the corporate head office, we raised £41,500 from a variety of activities involving our staff and customers. Among the ideas put into practice were a Bra Amnesty, a Brazilla sculpture made entirely from bras, pink fashion shows and live music events.



# Green Corners in Covent Garden

Working with the Conservation Foundation, our Green Corners competition in Covent Garden celebrated the efforts of small-scale gardeners in the local area and beyond. Professor David Bellamy and actress Susan Hampshire took part in the judging. Trowels and gardening books were given to the winners. Plans are in hand to develop the Green Corners initiative in 2008.

 For further information  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



Inspiring our green vision

# Making chatter matter

The children's communication charity ICAN works to ensure that children have the skills needed to achieve their potential and has pioneered solutions to help improve children's speech and language skills.

During the year ICAN has worked with four shopping centres including Lakeside, Thurrock; Victoria Centre, Nottingham; The Potteries, Stoke-on-Trent and MetroCentre, Gateshead on their awareness raising campaign *Make Chatter Matter*. Together ICAN and CSC have highlighted the importance of developing children's speech, language and communication skills so they are able to learn, make friends and achieve their potential.

 For further information  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



## People:

### Fast facts:

- ▶ **337**  
total number of employees including 27 casuals
- ▶ **81%**  
full-time employees
- ▶ **11%**  
part-time employees
- ▶ **8%**  
casual employees


## Keeping in touch

We believe that we have an environment where employees feel that they can speak about the issues that matter to them. In the first instance, employees are encouraged to make suggestions or raise issues with their line managers.

The Report & Accounts and CR documents are distributed throughout the company and all press releases, job vacancies and other useful internal information are broadcast on the group's intranet and via emails.

### Progress in 2007

- ▶ CR issues incorporated into annual reviews where appropriate
- ▶ New suggestion mailbox introduced in 2007
- ▶ All HR documentation reviewed and updated
- ▶ New policy introduced to support employees in charitable work

 For further information  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



Working together

## Personal development

A comprehensive induction process ensures that new employees are provided with an appropriate and detailed understanding of the aims and objectives of our business and the importance we place on business ethics, health and safety and customer service. Detailed information on all internal procedures, processes and policies is given.

The group supports and encourages the personal development of employees. Personal objectives are set on joining the company with line managers' help to achieve them. The objectives are for both professional and personal development and, where possible, targets are measurable.

The group operates a policy which supports and encourages employees who wish to pursue community volunteering opportunities.

 For further information  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

- ▶ **92%**  
employee retention at  
management level
- ▶ **86%**  
retention of all employees
- ▶ **40%**  
of management are female
- ▶ **62%**  
of all employees are female

# The right mix of talent

Our employees are fundamental to the success of our business and to the delivery of a high quality service for our shoppers and occupiers. We have a comprehensive set of policies that embody our approach to our employees and establish the framework for the high standards of behaviour and values that we expect. The development and implementation of these policies is overseen by our Chief Executive in conjunction with the Remuneration Committee and the Board of Liberty International.

We provide a working environment which is stimulating and challenging, giving employees opportunities to reach both personal and professional goals whilst delivering business targets. We have strong corporate values of integrity and professionalism, and a firm belief in an open culture. We aim to bring out the best in people, by providing them with clear objectives, ongoing feedback and allowing them to be as innovative and creative as possible. We encourage team work, utilising to best effect the specialist skills of our employees.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



Our employees are key

## Employee communication

We place great importance on keeping our employees informed of what is going on within the group. We want everybody to have an understanding of the group's plans for the future and to know how they fit into them.

Each year, the Chief Executive and other senior executives give presentations on the company's annual and interim results to our employees at all levels and other presentations and briefings are held during the year to discuss our objectives and progress.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

## Health & Safety:

### Fast facts:

- ▶ **Zero**  
reportable incidents among  
337 staff
- ▶ **20**  
reportable incidents across  
directly managed centres and  
other assets

## Safe and secure

We place the highest importance on the health and safety of our employees, occupiers and shoppers. We are committed to delivering high standards across all aspects of our operations and are acutely aware of the need to offer our shopping public a secure and safe environment in which to shop. Every practical step is taken to achieve this objective and we work with the local police and industry bodies to ensure we respond to heightened security alerts.

### ▶ Performance:

An external consultant carries out annual review visits to all directly managed UK shopping centres and, in addition, unannounced visits are undertaken in order to audit due diligence files and to check that the interactive web-based H&S management system is being operated properly.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)

## Focusing on safety

Our Health & Safety (H&S) policy is overseen by the Board and implemented through an H&S management system which promotes a strong culture of safety consciousness across the organisation. Currently, we have three H&S committees comprising representatives from all levels of the business. The roles of the committee are to review new legislation, oversee H&S progress and review accident reports. Additionally, an H&S Forum is established in each shopping centre.

 **For further information**  
[www.liberty-international.co.uk](http://www.liberty-international.co.uk)



Safety is paramount

## Your feedback

We would welcome feedback; please send your comments to:

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