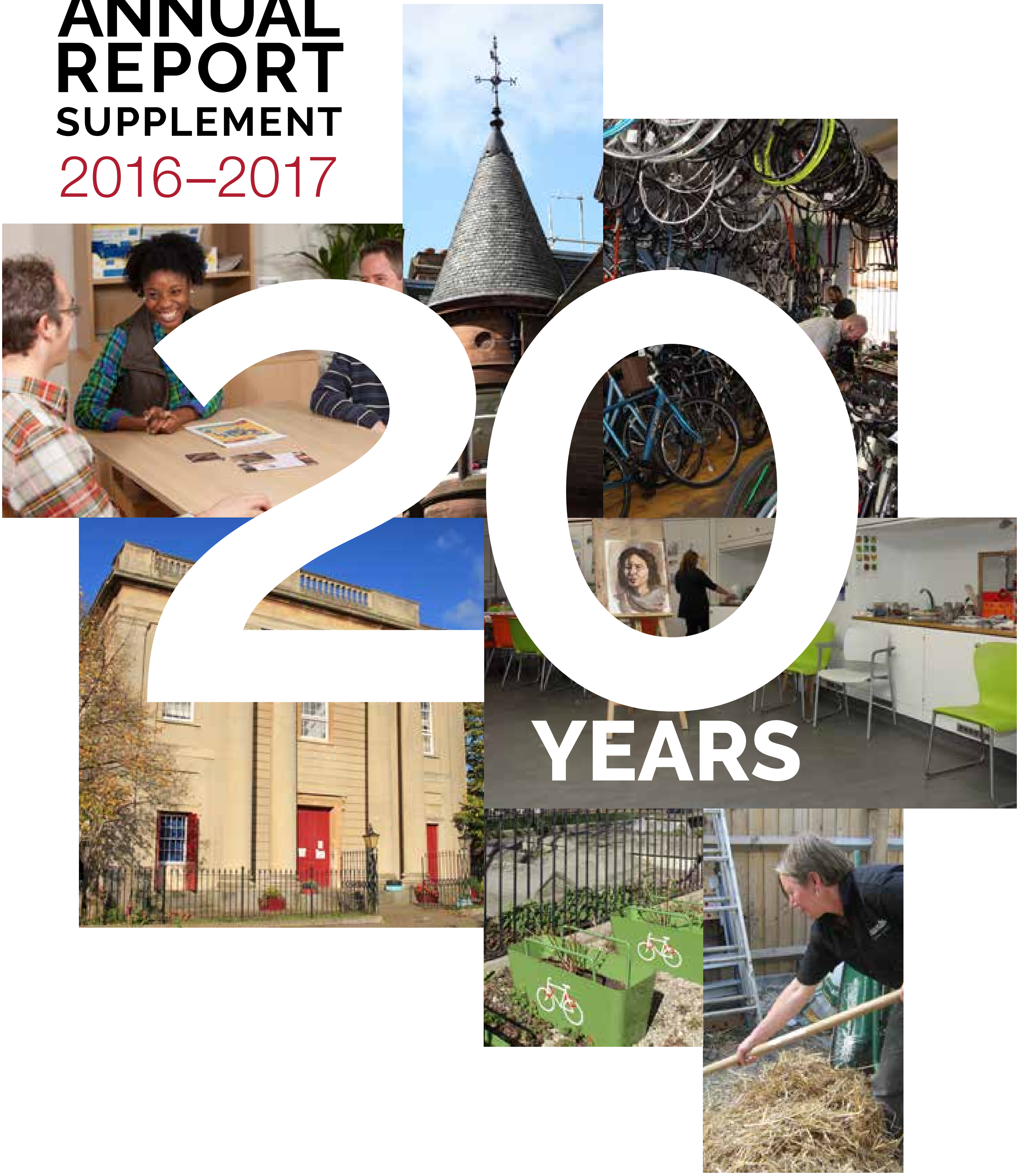
ethical PROPERTY

ANNUAL REPORT SUPPLEMENT

2016–2017



INVESTING IN SOCIAL CHANGE

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WELCOME

THIS DOCUMENT

While we continue to present an overview of our Triple Bottom Line performance in our printed Annual Report, we feel that it is important that we provide more detailed social and environmental data and technical analysis in this supplementary document.

We hope that this provides a useful and interesting picture of the company and our efforts to manage our impacts, maximising our positive social ones and minimising the negative environmental ones.

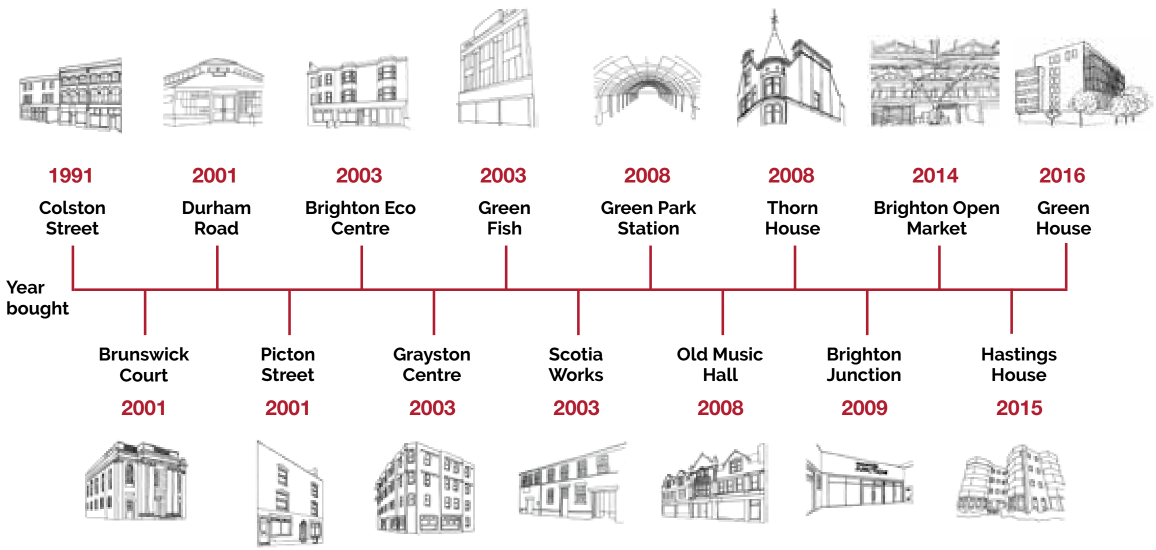
We hope that making the supplement available via the Internet will encourage more people to take an interest in our reporting, whilst enabling us to improve our transparency by ensuring that our claims are fully supported by data, which can be accessed through links provided within the report. It will also save money and resources by using less paper and making the printed document less bulky to distribute.

OWNED AND MANAGED CENTRES

WHAT WE REPORT UPON

Historically, we have reported differently on our Owned and Managed Centres, partly to reflect the differing levels of control we have. For example, in our Managed Centres, we do not determine tenants' lease conditions and do not have the final say on procurement of electricity.

We have taken further steps to bring the data collected into line for both Owned and Managed Centres and will work to increase the convergence in our reporting in future. Where relevant, we have indicated the specific Centres to which data in this document refers. If there is no note, the data refers to all the centres we manage, whether owned by EPC or not.



SOCIAL PERFORMANCE

As a company driven by values as well as profit, it is a fundamental principle that we should only engage in business activities which have a positive impact on society.

We seek to achieve this by:

1. Working with organisations that aim to create a more equal society or to protect the environment
2. Providing good value premises and supportive property management services to such organisations
3. Contributing to local economies in areas of deprivation
4. Being an ethical employer
5. Being fair, honest and transparent with all our stakeholders.

Here we set out in more detail how we fulfil each of these objectives.

Our tenants

At the end of the financial year, our owned and managed centres provided office or retail space for 326 tenants. Tenant turnover during the year is summarised in the table below.

TENANT NUMBERS	2017	2016
Full-time tenants	324	329
Part-time desk licence	2	2
Total	326	331
Net increase (decrease) from previous year	-5	
Moves during the year:		
Tenants moving in	47	49
Tenants moving out	53	60
Tenants increasing space during the year	17	8
Tenants decreasing space during the year	12	6

The 2016 figures have been re-stated (from those in last year's report) by including tenant figures at The Foundry, RfL and the Unitarian Chapel, Bristol, in line with our reporting for 2017.

Organisation type

Until 2012/13 more than half of our tenants were registered charities. The proportion of registered charities this year was 48.5% (an increase compared to last year). This year's figures include the properties we manage for others, with the largest two of these having criteria which favour charities over other kinds of tenants. Around 8.0% of our tenants are other types of not-for-profit organisation. Over the past five years, we have seen much more growth in tenants outside the charitable sector, particularly trading organisations: which now represent the second largest proportion of our tenants. These are businesses working in the social sector, such as consultancies and service providers, or small, local businesses.

We have seen particular growth in the latter category in our desk spaces, for example in Brighton and Oxford. These are attractive to small, start-up enterprises and lone workers such as writers, consultants and researchers.

Number of tenants

ORGANISATION TYPE	2017	*2016
Charity	158	120
	48.5%	45%
Other not-for-profit	26	22
	8.0%	8%
Public body	4	5
	1.2%	2%
Community Interest Company	4	3
	1.2%	1%
Trading organisation	129	115
	39.6%	43%
Political party	1	2
	<1%	1%
Trade Union	2	1
	<1%	<1%
MP Local Office	1	1
	<1%	<1%
Non registered Charity	1	
	<1%	
Total	326	269

* the 2016 figures do not include figures for the six managed centres. The important comparison is therefore the percentages in each category. Since RfL and The Foundry do not generally accommodate trading organisations and have a high percentage of registered charities, this has influenced the changes shown in this year's percentages. Future reporting will continue to include these centres.

Tenants' area of work

Our tenants' work covered a wide variety of activities, as the following table indicates (though many organisations could fit into more than one category, each has been placed within the most pertinent).

AREA OF WORK	NUMBER OF TENANTS IN SEPTEMBER 2017	% OF TENANTS
Civil rights	2	0.6%
Community arts	21	6.4%
Community development in the UK	42	12.9%
Environment	40	12.3%
Ethical Finance	3	0.9%
Global justice	10	3.1%
Health	43	13.2%
Homelessness	5	1.5%
Human rights	23	7.1%
International development	26	8.0%
Local business	40	12.3%
Mainstream business	15	4.6%
Organisational support	37	11.3%
Peace and conflict resolution	9	2.8%
Refugee and ethnic minority issues	7	2.1%
Women's rights	3	0.9%
Total	326	100.0%

Size of organisation

We ask our tenants to inform us of their annual income as part of the tenant survey: not all tenants complete the survey and of those not all report on turnover. However, we are confident that the returns we get provide a representative sample of our mix of tenant sizes. We strive to keep our services accessible to smaller organisations by making a variety of spaces available and by offering single desks and part-time desks on very flexible terms.

Targets:

- At least 20% of tenants with an income of less than £50,000 a year
- At least 75% of tenants with an income of less than £500,000 a year

The table below shows the annual income of the tenants responding to our tenant survey this year.

Annual income (turnover) of tenants

	RESPONDENTS	
Annual income	Number	%
£0-£50K	8	5.6%
£50K-£500K	34	23.6%
£500K+	102	70.8%
Total	144	100%

The target for tenants with turnovers of less than £50,000 a year was missed significantly. Only 29.2% of tenants responding had annual turnovers below £500,000, again well below the target. This target is long-standing and will be revised before the next report, given the erosion of the buying power of currency since this target was set.

Ethical criteria for tenancy

Before offering space in one of our centres, we check that the potential tenant meets our ethical criteria, which are set out in the Quintessentials. During the year we turned down space enquiries from 15 organisations because they did not meet these criteria.

Missionary religious group	2
Outside the Centre-specific criteria of RfL and BOM	2
Other – chiefly businesses with no ethical criteria	11

Our buildings and services

We aim to:

- Provide our tenants with well-resourced and professionally managed office or retail space in convenient locations
- Set charges which are affordable and good value
- Grant leases or licences on terms that are fair and supportive to our tenants
- Encourage collaboration and resource sharing between our tenants

Our primary means of assessing the extent to which we are achieving our aims in this area is our annual Tenant Satisfaction Survey - see page 8 for more information.

WHAT OUR CENTRES OFFER

We aim to support our tenants through the provision of efficient services and facilities which leave them free to focus on their own core activities without the distractions of building management. Our objective is to provide our tenants with excellent quality work-space in pleasant, well-managed and well-maintained buildings.

84% of respondents reported that being in an Ethical Property Centre had a positive or very positive impact in terms of fulfilling their strategic objectives (84% last year). As in previous years, the location of the centres, the ethos of Ethical Property and the presence of like-minded organisations were seen as particularly positive factors. 83% were positive or very positive about its impact on their day-to-day operations (82% last year).

Overall, the average satisfaction score for all our buildings was 3.7 on a scale of 1 to 5, where 1 is Very Dissatisfied and 5 is Very Satisfied. This is lower than last year (3.8) which is disappointing. The results for 'communications and synergy' were again particularly disappointing and showed quite significant variation from property to property. The satisfaction levels for the support provided to tenants moving into, out of and within our properties fell quite sharply. Although this is an area of feedback from only a small proportion of our tenants, it is an area that we will focus on to seek improvements in the support provided from our head office, Ethical IT and our local staff.

We are aware that broadband issues in a few properties have lowered tenant satisfaction in the buildings concerned and this will be addressed in the coming year. Scotia Works tenants are now accessing an improved connection because of feedback from last year's survey.

The generally high tenant satisfaction levels are pleasing and a reflection of the services provided by staff in the Company. The support provided by local teams scored 4.1 out of 5, which reflects their commitment and skill. We will continue to work to increase the satisfaction score towards the target of 4.0.

Affordability and value

We review our tenants' charges annually, balancing the costs we must meet against the need to keep our prices competitive and affordable. This continues to be very difficult in some cities, because of the precarious funding position of many of our tenants and the highly competitive rental market. Some of the 53 organisations that moved out during the year did so because of financial difficulties and/or the availability of cheaper premises elsewhere. However, 47 new tenants moved into our properties during the year.

Of the survey respondents, 72% felt that our charges represent either good or very good value for money. This is a significant rise from last year when this figure was only 60%. This is a recovery to the levels of satisfaction recorded in years previous to last year.

The 'Rent Hardship Fund' is a grant scheme funded from shareholders' waived dividends and designed to help tenants with short-term funding difficulties. Grants totalling £7,370.62 were made to three tenants during the year. More information on dividend waivers is given in the Making Waives section of the Annual Report.

Supportive lease terms

Whilst our leases and licences must include many standard legal provisions protecting the company's position as landlord, we aim to be as supportive to our tenants as possible, recognising their particular needs for flexibility and predictability of charges. We have yet again scored highly in this area, with the length, inclusive charging, annual rent review and tenant break clauses all scoring at least 4 out of 5.

Collaboration and resource sharing

This year 75% of respondents reported that the presence of like-minded organisations in their centre had a positive or very positive impact on fulfilling their strategic objectives. This compares disappointingly with last year's response rate of over 85%. Yet again in many of our centres formal meetings or organised events clearly are not particularly successful for capitalising on this. Only 43% of respondents felt that synergy or social events in their centres were effective. While we have been putting more effort into alternative ways of encouraging networking, for example through social media, the current meetings and events to create synergy are apparently still neither working nor appreciated by tenants.

Initiatives which have been started by tenants themselves tend to be the most fruitful because they spring directly from tenants' needs and interests, and we give examples of this in the main Annual Report this year.

Overall tenant satisfaction

As well as analysing aspects of the survey results, we also assess and report on the overall satisfaction of our tenants by converting the survey responses into an average score on a scale of 1 to 5, where 1 is the lowest level of satisfaction, 3 is neutral and 5 is the highest level of satisfaction. The resulting scores are referred to at various points in the text and a full list of average scores is provided in the table at the end of this section, compared with last year where possible.

Key Target: The overall satisfaction score across all centres is 3.7, below our target score of 4.

The two tables below show the average tenant satisfaction scores for all our centres, broken down by topic, and the average scores broken down by building. This overall score is lower than the 3.8 which was achieved in 2016 and 2015. Operational management will focus significantly over the next year on improving tenant satisfaction, across all our buildings but particularly those where there have been falls in the score since last year. Attention will be paid to specific comments made by tenants to identify key areas of concern and address these within priority properties.

The fall in satisfaction with the support given to tenants moving into or within our properties is particularly disappointing and we will focus on the detailed feedback received about the service provide by our sales, operations, finance and property staff (as well as Ethical IT) to support tenants' moves.

Overall tenant satisfaction score

SATISFACTION SCORES 2017	2017	2016	CHANGE
Overall impact			
Overall impact on fulfilling strategic objectives	4.1	4.1	0.0
Support for day-to-day operations	3.9	4.0	-0.1
Consistency of our practices with our stated values	3.8	3.8	0.0
Value for money	3.8	3.8	0.0
Lease terms	4.1	4.0	0.0
Support services			
Appearance of your centre (i.e. cleanliness, décor, signage in communal areas)	3.8	3.7	0.1
Communal facilities (e.g. kitchens, security, photocopiers)	3.6	3.8	-0.2
Local management of the Centre	4.1	4.0	0.1
IT services	3.6	3.6	0.0
Finance Department	3.8	3.8	0.0
Moving in services (sales, admin, finance, IT, local support)	3.8	4.2	
Communications and synergy			
Effectiveness of events to promote tenant networking	3.0	3.0	0.0
Effectiveness of Centre Management Group meetings	3.4	3.4	0.0
Overall satisfaction score	3.7	3.8	-0.1

AVERAGE SATISFACTION SCORES BY BUILDING	2017	2016	CHANGE
Unitarian Chapel, Bristol	4.6	n/a	n/a
Scotia Works, Sheffield	4.1	4.1	0.0
St Pauls, Bristol	4.1	n/a	n/a
Target	4.0		
Durham Road Resource Centre, London	3.9	4.1	-0.2
The Foundry, London	3.9	4.0	-0.1
Development House, London	3.9	3.9	0.0
Thorn House, Edinburgh	3.9	3.8	0.1
The Old Music Hall, Oxford	3.9	3.7	0.2
Resource for London	3.8	3.9	-0.1
Green Fish Resource Centre, Manchester	3.7	4.0	-0.3
Brunswick Court, Bristol	3.7	3.8	-0.1
Brighton Junction, Brighton	3.7	3.5	0.2
Grayston Centre, London	3.7	3.5	0.2
Picton Street Centre, Bristol	3.6	3.5	0.1
Hastings House	3.6	n/a	n/a
Green Park Station, South Vaults, Bath	3.5	3.8	-0.3
Colston Street Centre, Bristol	3.5	3.7	-0.2
Brighton Eco-Centre, Brighton	3.4	3.4	0.0
Brighton Open Market Studios	2.9	n/a	n/a
Overall average	3.7	3.8	-0.1

Note that the tenant feedback scores for Hastings House, BOM Workshops and St Pauls were not included in last year's report because of small numbers of responses. The response rates were much better this year and we are delighted to include them and will continue to do so in future. Unfortunately, their average scores have pulled down the overall average. In the case of Brighton Open Market, we are aware that the overall management of the market, for which we are not responsible, negatively impacts our workshop tenants and has influenced the unacceptably low satisfaction scores we have received from the workshop tenants. We will continue to seek improvements in the Market for the benefit of our tenants and the local community.

This is the first year that we have included the Unitarian Chapel in our tenant survey.

Our annual tenant survey

The tenant satisfaction feedback referred to in this section come from our annual tenant survey, which is one of the main methods we use to monitor and report on our social performance. The survey has had broadly the same structure over the past ten years to allow for comparisons between years.

This year our survey was distributed to 300 tenants in our owned buildings and the managed properties of Resource for London, The Foundry and the Unitarian Chapel as at 30th September 2017 (excluding the 13 Green Park Station shop tenants). 182 organisations submitted responses – a 61% response rate compared with just under 50% last year. After several years of falling response rates, it is pleasing that the rate has risen over the last two years. Several reminders were sent to tenants and local property staff did an excellent job in encouraging tenants to participate in the survey.

We do not provide a tenant survey for the tenants of the shop premises at Green Park Station, as these tenants have different priorities from many of our other tenants and being offered different services and lease terms. Staff at Green Park Station have very regular contact with tenants of the shops and workshops to gather feedback on relevant issues. The relationship with Brighton Open Market Workshop tenants is quite similar but the services provided there are much more in line with those we provide to tenants across our portfolio.

Contributing to local economies

We believe that we can help tackle inequality by locating our centres in deprived areas of the country where their presence can contribute to the local economy, as well as providing premises for local support groups in many cases.

We use the Index of Multiple Deprivation[1] as the indicator of the level of social exclusion affecting the immediate area in which each of our centres is situated. The Index combines many indicators, covering a range of economic, social and housing issues, into a single deprivation score for each small area. This allows each area to be ranked relative to one another according to their level of deprivation. The ranking is expressed as a percentage, with 1% being the most deprived and 100% the least deprived. Areas are allocated to Deciles of Most Deprived, e.g. 0%-10%. Lower percentages equate to greater deprivation. These percentages are calculated separately for England (2015), Wales (2014) and Scotland (2016) and local areas are ranked within each country. Given that the figures for each country have not been updated since the last report, the table below is unaltered, except that The Foundry and Resource for London have been incorporated and the Unitarian Chapel features for the first time.

Targets:

- 100% of centres in the poorest 50% of areas
- 50% of centres in the poorest 25% of areas NB Data no longer available in quartiles.

ENGLAND	
Durham Road Resource Centre	10%
Brighton Open Market	10%
Brunswick Court	20%
Grayston Centre	20%
Picton Street Centre	20%
Resource for London	20%
The Unitarian Chapel	20%
The Foundry	30%
Green Park Station, South Vault	30%
Scotia Works	30%
Green Fish Resource Centre	40%
Colston Street Centre	40%
Brighton Eco Centre	40%
Brighton Junction	40%
Development House	50%
The Old Music Hall	50%
WALES	
Hastings House	30%
SCOTLAND	
Thorn House	40%

In the absence of quartile rankings, we can report that 10 out of 18 (56%) buildings are in areas ranked in the 30% of most deprived local areas.

All of our buildings are situated in local areas classified as in the 50% most deprived within the Index of Multiple Deprivation for each country.

The property that we have acquired on Cambridge Heath Road which will be occupied in the coming year is classified as being within the 20% most deprived areas in England. Our plans for this building will have significant positive impacts on local communities and businesses.

Being an ethical employer

As an ethical employer, we aim to:

1. Create a positive working environment where our employees feel involved in the company and happy to work there
2. Provide our employees with salaries and other benefits which are fair and appropriate
3. Follow recruitment and employment practices which avoid any discrimination based on age, race, gender, religion or Sexuality

Creating a positive working environment

We assess our success in creating a positive working environment through our annual staff survey. This year the survey was sent to all 95 active employees and prompted 75 responses, a 79% response rate (compared with 68% last year). The rise in the response rate is pleasing.

As well as reporting some of the results in our Annual Report, the responses to the staff survey is also carefully reviewed by our Management Team, to ensure that the company is responsive to employees' opinions on their working environment and can continue to retain valued staff.

Key results from our staff survey are shown in the table below:

	2017	2016
% enjoying working for the company	94.4%	97%
% sharing the company's values– wholly/somewhat	88.2% 10.3%	95.1% 4.9%
% feeling involved with the company	92.7%	89%
% who would definitely recommend working for the company to a friend	82.4%	82%

While the fall in the proportions of staff who said that they enjoy working for the company and share the company's values have fallen, the proportions in each are still remarkably high.

Our ability to retain staff is also an indicator of the company's success as an employer. One way of reflecting this is staff turnover, being the number of staff voluntarily leaving the company during the year (10) as a percentage of the average number of staff during the year (94):

TURNOVER	2017	2016
Ethical Property	10.6%	13.3%
National average*	16.5%	13.6%

* these averages are derived from the CIPD and Hays survey data 2017 data. https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys

A more sophisticated measure of our ability to retain staff is the Stability Index. This illustrates the extent to which the experienced workforce is being retained. It is calculated as:

$$\frac{\text{Number of employees as at 30th Sept 2017 with 12 months or more service (79)}}{\text{Number of employees employed at 30th September 2017 (95)}} \times 100$$

TARGET: 80%	2017	2016
Stability index	83.2%	72.3%

Key Target: Our stability index has significantly improved, exceeding our target of 80%.

In the year 2016/17, our turnover has also decreased again, dropping further below the most up to date national average figures. We have had a period of stability over the last 24 months with some solid recruitment. We are really pleased with these figures, but understand that we need to continue to support and positively engage our workforce to continue to improve these figures.

Salaries and benefits

Our policy on salaries is to:

- Ensure that all staff earn enough to meet their basic needs
- Ensure as far as possible that all salaries retain their value in real terms by linking annual increases to the prevailing rate of inflation
- Reflect different levels of responsibility and performance through a system of salary bands, but limit the differential between the highest and lowest paid members of staff to a maximum of 5 : 1

Our salaries were benchmarked in January 2017 by Croner. We compared ourselves to companies with 50 to 150 employees and a turnover of £4m to £10m, within all sectors, corporate, business services, not-for-profit, charities, etc. Regional variations were also considered, as we work across the UK. Following the benchmarking, we made some changes to salaries for those employees with the greatest deviance from the median salary for each role.

Having carried out this work to address salary discrepancies, we are pleased that satisfaction with salaries has risen this year with 76% being happy this year, compared with 69.5% of employees last year. This is the highest satisfaction we have had with our salaries in the last four years, which is great news considering the effort we are putting into getting our employee's salaries right.

The Living Wage

The Living Wage Foundation[1] promotes payment by employers of a 'Living Wage' of at least £8.45 an hour for individuals outside London and £9.75 for those in London. Unlike the legal Minimum Living Wage of £7.50, the Living Wage is designed to reflect the actual basic cost of living in the UK. It is set independently and updated annually. All our staff are paid an hourly rate at least equivalent to the Living Wage and this year we maintained our status as an accredited Living Wage employer.

Target: 100% of employees paid an hourly rate at least equal to the 'Living Wage'

	2017	2016
% of employees paid a Living Wage	100%	100%

[1] https://www.livingwage.org.uk/

Salary differentials

As well as ensuring that our lowest paid staff receive an adequate salary to meet their basic needs, we also avoid large differentials in pay between senior managers and other staff, as we believe that, although some reflection of distinct levels of responsibility through salaries is justified, large disparities are divisive and unfair within the company and have adverse consequences in wider society too.

Target: Ratio of highest to lowest paid employee no greater than 5 : 1

	2017	2016
Salary of highest paid employee	£80,574	£75,990
Salary of lowest paid employee	£16,477.50	£16,088
Ratio of highest to lowest salary (Full Time Equivalent)	4.9:1	4.7:1

This can be compared with an average ratio of 8 : 1 in the voluntary sector between the CEO and the lowest paid. (2014 data, no new data published at the time of writing this report).

Agenda Consulting's People Count 2013 report, which benchmarked the HR processes of 63 medium and large charities in the UK, found that on average the highest paid employee earns eight times (ratio 8:1) the base salary of the lowest paid.

The company is managed by a Board of Directors, made up of five Non-executive Directors and one Executive Director (the Managing Director). The Managing Director's salary is £80,574 (fte). The other board members are eligible for annual fees: Chair £8,500 per year; other non-executives £5,100.

Staff benefits

Staff benefits include 25 to 28 days' paid holiday (pro-rata) and enhanced sickness, maternity, paternity and adoption pay. Other benefits available include a company pension to which the company contributes 3% or 7% of gross salary (depending on the level of employee contribution), 2 x salary Death in Service benefit for all employees, childcare vouchers, a free company bicycle and interest free loans.

Zero Hours Contracts

Zero hours contracts are in place for some roles where cover is essential when an employee is on annual leave or unwell, these are sometimes called 'casual' or 'bank' workers in other organisations. The company has some zero hours cleaners, receptionists and facilities support assistants. The alternative would be to use agency staff to provide cover in these roles. By employing these staff directly, we can ensure that the employee is paid at least the Living Wage, with benefits and pension contributions that are equal to all our employees. Staff on these contracts have no restrictions at all to taking up other work. We have a Locum and Zero Hours Employees Policy which is available on our website in the careers section every time we advertise for a zero hours role. All zero hours employees, in line with the policy, have their hours regularly reviewed, and wherever any regular hours are worked, the employee receives the appropriate contract.

Equal opportunities

The tables below show the gender distribution of our employees and Board members at the end of the year.

Because we are still a relatively small organisation we do not report publicly on age or ethnicity of employees, for reasons of confidentiality.

2017 EMPLOYEE LEVEL	MALE	FEMALE	TOTAL
Senior Manager	3	2*	5
Middle managers and highly skilled employees	19	29	48
Lower skilled employees	20	22	42
Total	42	53	95

2017 BOARD MEMBERS	MALE	FEMALE	TOTAL
	3	2*	5

2016 EMPLOYEE LEVEL	MALE	FEMALE	TOTAL
Senior Manager	3	2*	5
Middle managers and highly skilled employees	17	30	47
Lower skilled employees	23	19	42
Total	43	51	94

2016 BOARD MEMBERS	MALE	FEMALE	TOTAL
	3	2*	5

* These figures include the Managing Director as both a member of staff and of the Board.

Fairness, honesty and transparency

Our primary stakeholders are our tenants and other clients, shareholders, staff and suppliers. We always aim to treat them fairly and honestly and to be transparent about our activities. Our Annual Report is one way of achieving this transparency.

Tenants

Each of our properties has a Tenant Handbook, providing tenants with all the information they require to use and enjoy their centre efficiently and safely. These handbooks are updated regularly to ensure that the information provided is current. They are available to tenants through Tenant Resources, EPC's secure intranet.

Shareholders

As described in the main report, we have maintained our offering of regional meetings for shareholders and continued our use of Ethex[2] to make comparative information on investment in Ethical Property and other ethical investments more easily available to shareholders and potential new investors.

Suppliers

In 2012 we introduced payment times as a measure to reflect our dealings with suppliers. As we try to use small local businesses where we can, prompt payment is particularly important and we see this as an aspect of fair treatment of this group of stakeholders.

Target: all suppliers paid within 30 days of receipt of invoice[3]

The accounting convention for measuring payment times is 'creditor days', but because the creditor days formula relies on significant assumptions of an even distribution of invoices and payments during the year, we have instead analysed the actual number of days taken to pay invoices. We have seen a reduction in the number of invoices paid within 30 days, while maintaining the proportion paid in time by value. This suggests that smaller invoices are being paid relatively more slowly. The finance team will put in place actions to resume our previous year-on-year improvement in this area.

	2017	2016
% of invoices paid within 30 days (by value)	79%	79%
% of invoices paid within 30 days (by number)	79%	85%

[2] www.ethex.org.uk
[3] Except where there is a legitimate query about an invoice

ENVIRONMENTAL PERFORMANCE

Most human activity has some negative impact on the environment and given the nature of our business, our activities are no exception. We use building materials to maintain or improve our properties, we provide heating, water, lighting and power for our tenants, our staff and our tenants all travel to their places of work, consume resources and generate waste. Whilst we cannot eliminate the environmental consequences of these activities, we are committed to minimising their negative impacts and encouraging practices that help to sustain the environment.

We try to reduce the negative impacts of our business on the environment by:

- Minimising our carbon dioxide emissions
- Minimising use of nuclear power
- Reducing water consumption
- Promoting sustainable transport
- Using sustainable materials
- Reducing waste.

In this publication, we report on each of these areas of performance in detail.

Minimising our carbon dioxide emissions

Our carbon dioxide emissions are principally associated with fuel use in our buildings – for heating, lighting and electrical power. There are several ways in which we try to minimise our emissions:

1. Buying energy generated from renewable sources
2. Generating our own renewable energy
3. Reducing energy use in our centres by investing in more efficient equipment, improving the building fabric and encouraging building users to consume less.

We do not use carbon-offsetting schemes as we believe that many schemes do not have any real benefit in terms of reducing overall carbon emissions and most are simply a distraction from the real reductions needed in the use of fossil fuel.

Our promotion of sustainable transport is another way in which we address the problem of carbon dioxide emissions, but because most of our tenants' and staff's transport choices are not within our control we do not currently calculate carbon dioxide emissions associated with travel to work.

Our energy supplies

Electricity

Our target is only to use electricity suppliers which purchase their electricity from 100% renewable sources and we have made noteworthy progress in approaching this target over the last few years. The growth in sustainable generation has resulted in 100% renewable electricity prices becoming affordable for our tenants and increases in supply now mean that green tariff supplies are available even for smaller properties.

The narrowing of price differentials means that wherever we able to make the choice, our properties are on 100% renewable supplies.

Although the CO_2 associated with electricity generation has been falling dramatically, it remains currently the biggest single source of CO_2 emissions in the UK. In 2016, emissions from electricity generation, at 119 Mt, accounted for just over a quarter of all CO_2 emissions.[4]

All but one of our owned centres are now on a 100% renewable electricity tariff from specialist green electricity companies. These properties are supplied by either Good Energy or Green Energy on 100% renewable tariffs.

The building which is the exceptions is Thorn House in Edinburgh, where we are currently unable to obtain electricity directly. We are working to rectify this early in the coming year and transfer this building to a 100% renewable tariff.

Biogas

During this year we have been working with Green Energy to transfer all our gas supplies to their Green Gas. This is a 100% sustainable product with full certification.[5]

[4] https://www.gov.uk/government/publications/updated-energy-and-emissions-projections-2016
[5] https://www.greenenergyuk.com/greengas

Although green gas produces CO_2 on combustion in the same quantities as natural gas, since the tariff represents gas which is produced by collection of gas produced by the decomposition of products (animal waste, food waste, etc) which would otherwise decompose releasing harmful gases (CO_2 and methane) into the atmosphere, in accounting terms it is valid to discount the later against the former.

In reporting an organisation's on-site fuel use the UK Government's GHG Conversion Factors for Company Reporting provides a conversion factor for Biogas of 0.00023kgCO_2/kWh. This is 0.12% of the conversion factor for natural gas. Therefore, the use of biogas can account for significant savings in carbon emissions.

We have reported CO_2 emissions for all gas used in our operations on a Grid Mix basis, i.e. with no discount for green gas, so that figures are readily comparable year-on-year. However, we have also provided a figure to indicate the savings produced by our switching to green gas. These savings will increase next year as we switch more properties and see full-year savings from those properties switched during 2016-17.

Biomass

Brighton Junction is part of One Brighton, a sustainable mixed-use development of commercial units and residential flats. There is a shared biomass boiler on site for water and space heating, operated by the One Brighton Energy Services. This provided 72% of our energy for heating and hot water at Brighton Junction this year (68% last year), with the rest sourced from a gas boiler also run by One Brighton Energy. The biomass boiler is fuelled by wood pellets, whose emissions are almost a fifth lower than gas for the equivalent amount of kWh. The pellets are sourced from Hampshire. One Brighton Energy upgraded the plant last year so that the boiler can operate efficiently even when the levels of energy demand are low during the summer.

Energy consumption from wood pellets accounted for over 1.3% of our energy use across our owned properties.

Generating our own renewable energy from solar

In 2012 we installed solar panels on the roofs of three centres: The Old Music Hall (Oxford), The Grayston Centre (London) and Brunswick Court (Bristol), so this is the fourth full year of their operation.

We selected these three centres for solar panels because their geographical location and absence of overshadowing buildings meant that they were likely to achieve a worthwhile return on investment in terms of cost savings and income generation.

The professional advice remains that installing solar panels at our other centres is not financially viable at present, though the position may change if the cost of mains electricity rises and the cost of solar panels falls sufficiently. Also, if we succeed in our aim of reducing our total energy consumption, then there will be some improvement in the percentage we can achieve, though not enough to achieve our 10% target.

The minimal drop in generation in solar generation frustrating as there was a fault with an inverter at Brunswick Court, without which we can assume we would have seen an increase over last year.

Target: 10% of all energy we consume to be generated by the company from solar

	2017	2016	CHANGE
Total energy generated (kWh)	20,498	20,533	0.2%
Solar electricity as % of total electricity used (kWh)	1.01%	1.10%	-8.2%
Solar electricity as % of total energy used (kWh)	0.50%	0.54%	-7.4%

The 2016 figures have been re-stated to include energy use in managed properties.

Reducing energy use

Energy use this year, on a like for like basis, has increased by 8.6% across the company compared with the previous year, as the table below shows.

There were increases in consumption of gas and electricity.

TOTAL ENERGY CONSUMPTION IN PROPERTIES (KWH)	2017	2016	% CHANGE
Mains electricity	2,007,983	1,853,679	8.3%
EPC-generated (solar) electricity	20,498	20,533	0.2%
Gas	2,026,855	1,856,676	9.2%
Wood	54,630	55,078	-0.8%
Total from all fuel sources	4,109,965	3,785,966	8.6%

The 2016 figures have been re-stated from last year's report to include properties which EPC manage but do not own.

The 2017 figures include St Pauls Learning Centre, unlike 2016.

To allow a better comparison, the figures for gas and electricity are presented below without the consumption figures for this property (St Pauls does not affect the solar or wood figures).

TOTAL ENERGY CONSUMPTION IN PROPERTIES (KWH) EXCLUDING ST PAULS	2017	2016	% CHANGE
Mains electricity	1,881,042	1,853,679	1.5%
EPC-generated (solar) electricity	20,498	20,533	-0.2%
Gas	1,927,423	1,856,676	3.8%
Wood	54,630	55,078	-0.8%
Total from all fuel sources	3,883,593	3,785,966	2.6%

Total energy use by floor area

The increase in energy use per m_2 is unwelcome. The energy use per m_2 figures for individual properties have varied significantly from last year's. While the buildings have experienced differing weather conditions depending on their location, there is no climatic logic to the changes. Buildings in London, for example have seen both rises and falls, as had been the case in our Bristol properties.

What remains noteworthy about these figures is the fact that many of our older buildings outperform the newer ones. Many of the 'newer' buildings are not new enough to have been designed for energy efficiency. Some of the oldest buildings have small offices and less generous provision of communal spaces which have to be heated and lit.

The table below shows energy use per building on a floor area basis:

Energy consumption by floor area for owned properties (kWh/m_2)

CENTRE	2017	2016	% CHANGE
Thorn House	74.6	92.7	-19.5%
Colston Street Centre	97.5	102.2	-4.6%
Green Fish Resource Centre	101.1	114.9	-12.0%
Brighton Eco Centre	104.9	122.9	-14.7%
Hastings House	107.2	122.2	-12.3%
The Old Music Hall	107.3	103.1	4.1%
Picton Street	111.6	117.3	-4.9%
Grayston Centre	115.0	114.3	0.6%
Green Park Station, South Vaults	119.4	100.5	18.8%
Brunswick Court	125.2	111.1	12.7%
Brighton Junction	144.4	158.7	-9.0%
Durham Road Resource Centre	145.5	139.5	4.3%
The Foundry	150.1	157.2	-4.5%
Scotia Works	174.2	166.9	4.4%
St Pauls Learning Centre	180.7		
Resource for London	200.0	180.0	11.1%
Development House	221.1	243.9	-9.4%

Work carried out at Brighton Eco Centre to replace boilers and lights with more energy-efficient models have resulted in improvements in that property in this year. Thorn House has had some works to improve its draught-proofing, which has cemented its place at the top of this chart!

In some cases, it is hard to discover why some buildings have experienced significant variations. Works on the Building Maintenance System at Brighton Junction have produced further improvement in the figures for this centre but it is still not working satisfactorily for an 'environmental building'. The worst performing buildings are often our larger properties. The performance of the Foundry, though better than last year, remains disappointing. We have engaged some consultants to identify improvements to the heating and cooling of this property.

We will be vacating Development House during this year, which will improve our reported environmental performance, since we will replace it with a larger, more sustainable property. The purchasers of Development House propose to demolish the existing structure entirely. Clearly this will have negative environmental impacts but the property has reached the end of its economically sustainable life.

MEASURING CARBON DIOXIDE EMISSIONS

Setting targets

We base our targets on the Government's Low Carbon Transition Plan, published in 2009, which sets out detailed, short term targets for different sectors of activity in the UK, as part of its strategy for achieving the overall 2050 target of an 80% reduction. For workplaces, the target is a 13% reduction by 2020, from 2008 levels. This is an ambitious target for us, as the sector includes heavy industry as well as office-based activities, but we feel that it is right to set a demanding target for ourselves and furthermore that it is achievable.

Methodology for calculating carbon dioxide emissions from electricity use

Because the carbon dioxide emissions associated with electricity use depend on the fuel used to generate that electricity, there are two principal methods of calculating the emissions for a small to medium business such as ours:

- Grid Mix: This calculates the CO_2 emissions per kWh of electricity used, based on the total supply of electricity to the National Grid from all suppliers and all sources of energy.

This figure is published annually by the government and is used in official reporting of carbon dioxide emissions in the UK, for example in the government's Carbon Reduction Commitment scheme for large businesses and is used for the national target discussed above. We therefore use the Grid Mix conversion factor for the sake of comparability. We also believe that it highlights the fact that whilst there is a shortage of electricity from renewable electricity available in the UK, it is important for all electricity users, whatever supplier they are using, to reduce their consumption to reduce CO_2 emissions.

It is noteworthy that the conversion factor to calculate CO_2 emissions per kWh of Grid Mix electricity has fallen by over 20% since 2012. This reflects the decreasing proportion of generation of electricity using coal over that period.

- Supplier Mix: An alternative method of calculating an electricity consumer's carbon dioxide emissions is to consider how the electricity fed into the National Grid by their chosen supplier is generated, as opposed to the UK electricity supply as a whole.

This is possible because each supplier is legally obliged to report on their 'fuel mix', to enable the Government to check whether they are fulfilling their obligation to supply a minimum percentage of electricity from renewable sources. This fuel mix data is publicly available on each electricity company's website and on summary sites such as www.electricityinfo.org. The data includes a conversion factor which allows consumers to convert their electricity usage into carbon dioxide emissions, based on the fuel mix used in generation by that supplier. The conversion factor depends on the mix of renewables, gas, coal, nuclear, etc. used to generate their electricity.

We report on both bases of calculation, to give a more meaningful picture of our environmental impact.

Our carbon dioxide emissions – grid mix basis

The CO_2 reduction in the grid mix between 2016 and 2017 has been very significant. The continuing move away from coal for electricity generation has seen the emissions conversion factor reduce by about 14% from the previous year. Despite disappointing increased use of electricity and gas per square metre this year we can report there has been a smaller increase in carbon dioxide emissions to 38.5kg CO_2 /m_2.

Key Target: We have achieved our grid mix target for this year of no more than 44.9kg CO_2 /m_2.

When looked at on a building by building basis, three of our centres failed to achieve the target and several performed much better than the target. It is noteworthy that two of the worst performing centres have been incorporated into the overall figures for the first time this year: Resource for London and St Pauls.

Total CO_2 emissions (kg per m²) - grid mix electricity by property

CENTRE	2017	2016	CHANGE
Thorn House	18.3	26.5	-30.9%
Hastings House	19.7	21.7	-9.2%
Picton Street	23.0	26.2	-12.2%
Colston Street Centre	23.9	27.3	-12.5%
Brighton Eco Centre	24.4	30.6	-20.3%
Green Fish Resource Centre	26.8	31.9	-16.0%
Brighton Junction	28.7	31.7	-9.5%
The Old Music Hall	29.0	30.8	-5.8%
Grayston Centre	30.5	45.0	-32.2%
Brunswick Court	32.6	32.0	1.9%
Durham Road Resource Centre	34.4	36.4	-5.5%
Scotia Works	38.5	39.4	-2.3%
Green Park Station, South Vaults	42.0	41.4	1.4%
The Foundry	43.1	50.2	-14.1%
TARGET	44.9		
Resource for London	47.4	48.2	-1.7%
St Pauls Learning Centre	50.2		
Development House	63.3	79.0	-19.9%
Average	38.5	37.4	2.9%

Our carbon dioxide emissions – supplier fuel mix basis

Our carbon dioxide emissions associated with electricity consumption when calculated on the Supplier Fuel Mix basis reduce by around 66% against Grid Mix. This is attributable to most of our buildings being on 100% renewable electricity supplies. The only buildings using electricity with associated carbon emissions are Thorn House and Resource for London. In all other properties, carbon emissions result solely from the use of gas and, in one case, wood pellets.

Total CO_2 emissions (kg per m²) - supplier mix electricity by property

CENTRE	2017	2016	CHANGE
Green Park Station, South Vaults	0.0	0.0	
Brighton Junction	4.6	5.6	-17.9%
The Old Music Hall	8.2	8.1	1.2%
Grayston Centre	9.5	8.6	10.5%
Green Fish Resource Centre	9.6	12.5	-23.2%
The Foundry	10.6	11.8	-10.2%
Brunswick Court	10.9	9.7	12.4%
TARGET	11.1		
Colston Street Centre	11.4	12.0	-5.0%
Brighton Eco Centre	13.7	16.2	-15.4%
St Pauls Learning Centre	14.6		
Development House	15.9	46.0	-65.4%
Picton Street	17.9	17.9	0%
Thorn House	18.3	28.6	-36%
Durham Road Resource Centre	18.4	17.1	7.6%
Hastings House	19.7	15.5	27.1%
Scotia Works	25.0	23.7	5.5%
Resource for London	40.9	51.6	-20.7%
Average	13.1	18.3	-28.4%

The South Vaults office space at Green Park Station again performs well on this basis because all the heating is by electric storage heaters rather than gas, so using a totally green electricity supply has a particularly significant impact there. (It is interesting to note the comparison with the 'grid mix' emissions calculation, where the South Vaults is one of the poorer performers because of the emissions associated with 'grid mix' electricity compared with gas.). We will transfer Thorn House to a 100% renewable tariff in the coming year.

Resource for London is not energy efficient and uses a tariff for electricity which has a high carbon conversion factor.

Brighton Junction performs well because it has a 100% green electricity supply and a partially renewable heating supply. The new wood pellet boiler has been in operation for the entire year and has shifted consumption further away from away from gas to increased wood pellets this year, with a consequent reduction in CO_2 emissions.

Green Gas

We have been working with Green Energy, one of our key providers of 100% renewable electricity to switch properties to their Green Gas tariff. This matches supply with certified biomethane supplied to the grid, from digestion of waste products, preventing the carbon dioxide and methane produced by their decomposition entering the atmosphere.

The gas used from this supply was 277,702 kWh during the year. We have chosen to report the carbon emissions arising from our gas use in Grid Mix terms, as in previous years for direct comparison. If we applied the Government's approved accounting practice for biomethane from these sustainable sources we would see a reduction in our overall CO_2 emissions of 51,078 kg CO_2 (1.24% of our total CO_2).

It is early days in this initiative and we will continue to move our gas supply contracts to green gas tariffs as current contracts come to an end, we therefore expect this saving to increase and will expand on this in future reports.

Minimising the use of nuclear power

Although nuclear power is one way of reducing the carbon dioxide emissions associated with electricity generation, we believe that the potential harm caused by nuclear waste means that we should avoid using suppliers who use nuclear power.

Target: Zero nuclear waste associated with our electricity suppliers for our properties

	2017	2016	CHANGE
Total high-level nuclear waste produced (g)	52	341	-85%

Our two main suppliers, Good Energy and Green Energy, do not use any nuclear power in their generation. The nuclear energy reported here is attributable to:

- Thorn House, where the supplier is unknown, so we use the National Grid average and Resource for London where the supplier is Gazprom and we have used their conversion figure;
- If we apply the Grid Mix conversion factor, i.e. we had not chosen to avoid nuclear, we would have been responsible for 2,952g of high level waste during the year.
- In 2016 our largest building was on a tariff which included nuclear in the supplier mix – hence the steep decline during this year.
- During the coming year, we will achieve our target of zero nuclear waste for our owned properties and we will continue to work to encourage owners where they currently choose a supplier with nuclear in the mix.

16.6% of UK electricity was generated from nuclear power in 2016-17.

https://www.ofgem.gov.uk/data-portal/electricity-generation-mix-quarter-and-fuel-source-gb

Reducing water consumption

The overall water consumption in our centres has increased significantly over the past year:

Annual water consumption across all properties

	2017	2016	CHANGE
Total consumption (m_3)	17258	14166	21.8%

This rise is significant and disappointing and we continue to use more than we did in 2014, even allowing for increases in the property portfolio.

As the table below shows, usage has yet again varied hugely within some individual centres. As we have not made any significant changes in water equipment this year, we believe that this is the result of changes in occupancy levels and numbers of visitors to the buildings during the year, alongside leakage and wastage, e.g. through taps left running.

Hastings House has had several leakage issues this year, which have resulted in the loss of several hundred cubic metres of water. We believe that these have been resolved. Brighton Junction has had a track record of widely variable water consumption, usually in a range higher than we would expect.

Development House and Resource for London have also increased water consumption significantly this year. Some buildings show notable consistency: it may be that the inconsistent properties' figures are skewed significantly by relatively minor leaks or taps being left on unnoticed for periods.

Annual water consumption by owned property (cubic metres/m_2 of floor area)

CENTRE	2017	2016	CHANGE
Scotia Works	0.26	0.30	-13.3%
The Foundry	0.28	0.26	7.7%
Green Fish Resource Centre	0.34	0.39	-12.8%
Colston Street Centre	0.39	0.41	-4.9%
The Old Music Hall	0.42	0.48	-12.5%
Brunswick Court	0.51	0.49	4.1%
Durham Road Resource Centre	0.53	0.58	-8.6%
St Pauls Learning Centre	0.54	n/a	n/a
Picton Street	0.60	0.51	17.7%
Grayston Centre	0.63	0.67	-6.0%
Development House	0.66	0.48	37.5%
Green Park Station, South Vaults	0.78	0.64	21.9%
Thorn House	0.83	1.18	-29.7%
Hastings House	0.90	0.21	328.6%
Brighton Eco Centre	1.27	1.27	0%
Brighton Junction	1.52	0.94	61.7%
Resource for London	1.62	1.22	32.8%
Total/average	0.65	0.54	20.4%

It is difficult to set targets for water consumption in our centres – consumption per person is unreliable because occupancy numbers change frequently because of tenant changes and cannot reflect how many visitors come to a centre, whilst consumption by floor area, as shown in the table above, does not take into account how densely a building is occupied or, again, how many visitors come to the centre and use the toilets, showers and kitchens.

PROMOTING SUSTAINABLE TRANSPORT

Travel to work

Although we cannot dictate the way in which our staff and tenants travel to work, we promote sustainable transport choices and make it as easy as possible for building users to avoid car use. We provide facilities for non-car users such as cycle racks and showers in many of our centres and deliberately avoid generous provision of parking spaces. We also choose to locate our centres in areas that have good public transport connections.

We have policies in place to encourage staff to travel to work by means other than a car. These include:

- Flexible working patterns, to make use of public transport easier and cheaper
- Informal dress code to facilitate cycling and walking
- Company bike purchase scheme for bicycles up to £260
- Participation in Cycle to Work Scheme for more expensive bikes
- Regular, basic bike servicing for staff who cycle to work can be claimed on expenses
- Company purchase of an electric scooter or bike if recharged using renewable electricity and if cycling or walking are impractical
- Interest-free loans for season tickets
- Relocation expenses if move enables the employee to dramatically reduce their use of public transport to get to work, or allows them to cycle or walk to work
- No reserved parking spaces for employees, except disabled employees

To measure our success in promoting sustainable transport, we report each year on the proportion of staff travelling to work by car and other modes of transport, whilst bearing in mind that transport choices are affected by many personal factors beyond the location and facilities of a particular work-place.

Of the 69 staff who responded to the travel survey, twelve individuals used a car for all or part of their journey, down from fourteen last year. Ten people used an unshared car. Others used a variety of modes of transport, as shown below.

	2016/17		2015/16	
	NUMBER OF RESPONDENTS	% OF RESPONDENTS	NUMBER OF RESPONDENTS	% OF RESPONDENTS
N/a - home-based	2	2.9%	4	7.27%
Walking	33	47.8%	22	40%
Bicycle	24	34.8%	20	36.36%
Public transport	29	42%	26	47.27%
Electric or hybrid vehicle (inc. E-Bikes that are changed by electricity)	1	1.45%	1	1.82%
Car/moped, alone	10	14.5%	11	20%
Car/moped, shared	2	2.9%	3	5.45%

NB staff may use more than one mode of transport to get to work, so the percentages of respondents add up to more than 100%.

The results show we have an increase in employees walking to work, using bikes and using public transport, and a small decrease in staff using cars.

Business travel

Our business travel is carefully controlled and car use by staff is rarely authorised when there is a public transport option available, unless the number of people travelling together actually makes it more fuel-efficient to use a car. We report on our business travel based on the proportion of business travel expenditure that is attributable to different modes of transport.

Targets:

- Best practice: zero business travel expenditure on car or plane travel
- Satisfactory: less than 5% of business travel expenditure on car or plane travel

	2017	2016
Total expenditure on business travel	£37,742	£42,932
Public transport (UK)	97%	98%
Public transport (overseas)	0%	1%
Car, van, taxi and courier hire	3%	2%
Plane travel	0%	0%
	100%	100%

Car, taxi and van use is for exceptional journeys such as van hire to move equipment, private car or taxi use for occasional out of hours property management duties and travel on board business (often combined with public transport or other business travel).

Even though we are a multi-site company, operating in nine widely dispersed cities, virtually all our day-to-day operational travel is conducted by public transport and/or bicycle. We have maintained the very high proportion of business travel undertaken using public transport and have exceeded the satisfactory target.

Using sustainable materials

Wherever possible we try to use environmentally friendly products and materials in our refurbishments and property management. We have a specification guide for the products we use in our buildings, taking into account environmental considerations as well as costs and practicality.

The materials we use most frequently are paint and carpeting, and this year we have settled on the following products for use in most centres. These have been used in the refurbishments of the communal areas in several buildings this year:

- Lakeland paints for walls[6], which are organic, water-based and free from all solvents, VOCs and toxins.
- DESSO carpet tiles[7], which have high recycled content and are designed to be disassembled after the end of their life and the materials re-used or recycled under DESSO's "cradle to cradle" programme.
- Interface carpet tiles, with high recycled content they are rated A or A+ for BREEAM[8]

We still use standard gloss paint as we have found that the environmental paints of this type are not currently of sufficiently good quality, and the number of coats (and time) required negate the benefits they initially appear to offer.

We continue to use environmentally friendly cleaning products in all our buildings.

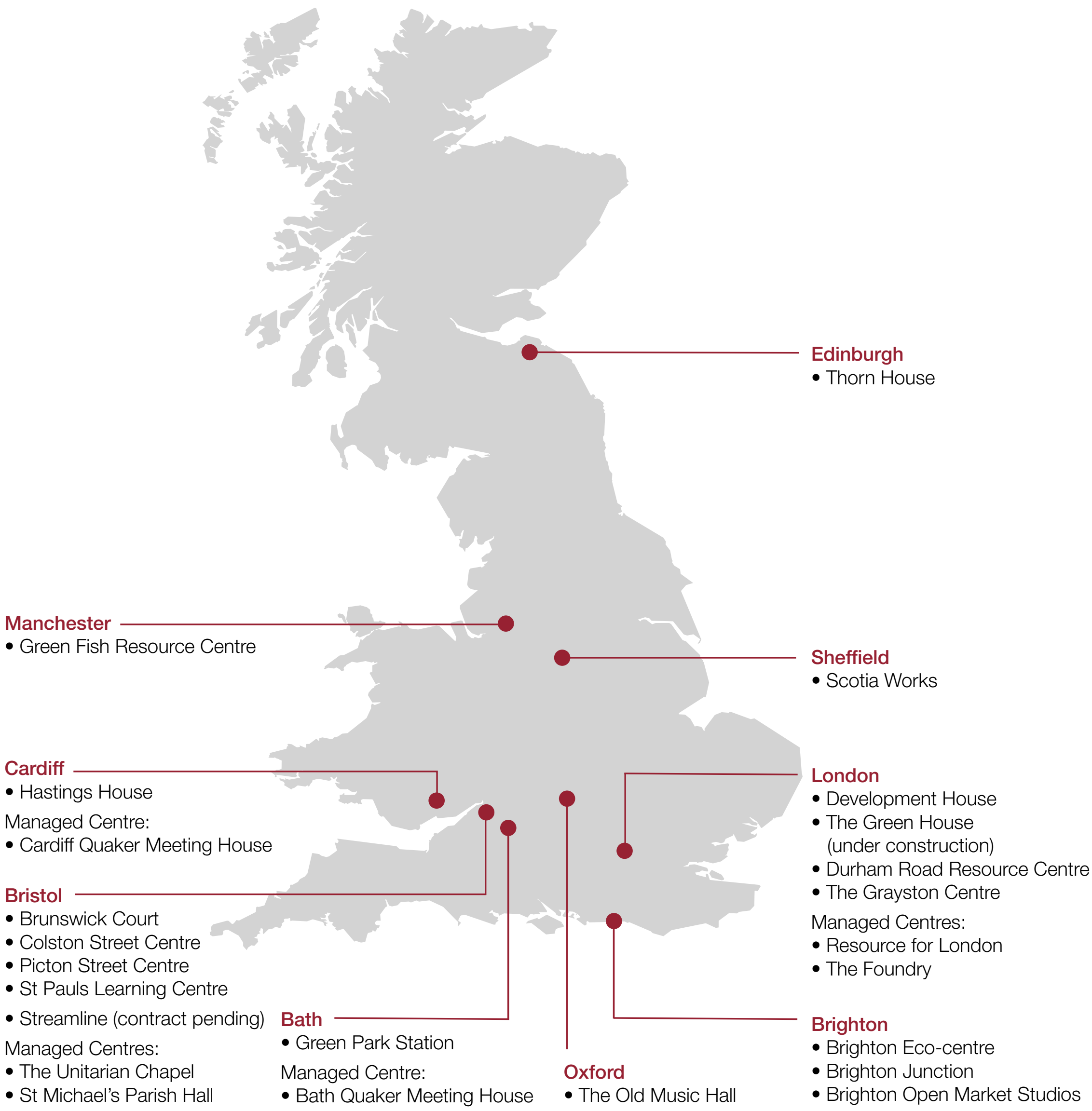
The development of The Green House is being carefully managed to achieve a BREEAM Excellent score. The design and construction process are being evaluated by independent assessors, so that the sustainable qualities of the property can be quantitively and qualitatively assessed. We have specified products from the ranges listed above, as well as choosing to use cross-laminated timber for major structural elements to reduce the embodied carbon within the structure. The design makes best use of natural light, thermal gain and natural cooling to reduce the harmful environmental impacts of the building in use.

Reducing waste

All our centres continue to have extensive recycling facilities, with most offering paper, card, glass and plastic recycling as a minimum. We provide the resources and contractors necessary for food recycling in all centres where tenants are prepared to have this in place and are keen to participate.

Our property teams arrange periodic special bulky items collections for tenants at all our buildings, when there is sufficient demand or when we have our own materials requiring removal. We also organise electrical goods collections from time to time, making it easy for tenants to send defunct or obsolete equipment to be re-processed and facilitate printer cartridge recycling in most properties.

[6] http://www.lakelandpaints.co.uk/wall-paint/
[7] http://www.desso.co.uk/c2c-corporate-responsibility/the-road-less-travelled/
[8] http://www.interface.com/EU/en-GB/about/index/Mission-Zero-en_GB


Edinburgh
• Thorn House
Manchester
• Green Fish Resource Centre
Sheffield
• Scotia Works
Cardiff
• Hastings House
Managed Centre:
• Cardiff Quaker Meeting House
London
• Development House
• The Green House
(under construction)
• Durham Road Resource Centre
• The Grayston Centre
Managed Centres:
• Resource for London
• The Foundry
Bristol
• Brunswick Court
• Colston Street Centre
• Picton Street Centre
• St Pauls Learning Centre
• Streamline (contract pending)
Managed Centres:
• The Unitarian Chapel
• St Michael's Parish Hall
Bath
• Green Park Station
Managed Centre:
• Bath Quaker Meeting House
Oxford
• The Old Music Hall
Brighton
• Brighton Eco-centre
• Brighton Junction
• Brighton Open Market Studios

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