

Read more about why we launched the fund, and which companies have invested in the fund, on page 47.

Find out how our Retail Portfolio managed to outperform IPD on pages 25-33 and read about the London Portfolio's outperformance on pages 34-43.

Key performance indicators

Objective

To create sustainable long-term returns for shareholders

To maximise the returns from the investment portfolio

To manage our balance sheet effectively

To complete and let our development programme

To grow our Trillium business by winning new contracts

Ensure high levels of customer satisfaction

Attract, develop, retain and motivate high-performance teams and individuals

Metric

- Sustained real growth in adjusted earnings per share to be at least 3% per annum over rolling three-year periods
- Annual revenue profit to exceed budget target

- IPD outperformance in each core sector and on an overall portfolio basis

- Sell £1.5bn of investment properties
- Establish PPP fund to raise £0.80bn of capital

- £47.3m of development lettings to be completed
- Developments to be completed on budget and on time

- Secure £150m of PPP contracts through secondary market acquisitions

- Overall customer satisfaction in Retail and London businesses to exceed targets
- 90% satisfaction ratings from our largest outsourcing client

- Employee engagement to exceed ETS industry benchmark

Progress

- Normalised adjusted earnings per share growth over three years to 31 March 2008 exceeded RPI by 7.7% per annum
- Achieved for this financial year

- Outperformed IPD on an overall portfolio basis by 6.5%
- Outperformed IPD sector benchmarks by 4.7% for our London Portfolio and by 4.8% for our Retail Portfolio

- Sold £1.5bn of investment properties
- PPP fund successfully launched, raising £0.81bn of capital

- £58.5m of development lettings achieved
- Development schemes completed on budget and on time, subject to one project being three weeks delayed. Projects at Princesshay, Exeter; Willow Place, Corby; Christ's Lane, Cambridge; One Wood Street, EC2; Bankside 2&3, SE1; and New Street Square, EC4 completed.

- Secured more than £300m of PPP contracts through secondary market acquisitions

- Targets exceeded for both shopping centres and London offices
- Achieved 94% satisfaction rating from our largest outsourcing client

- Exceeded with grand mean score of 3.03 (classified as excellent by our external survey provider) compared to benchmark figure of 2.99

See how we define and mitigate our property development risks on page 22 and 23 and see a financial summary of our development pipeline on page 126.

We discuss our approach to employee engagement on page 21.