

British Airways Property

Energy Strategy Document

British Airways Property will:

1. Procure energy efficient buildings, assets and business processes in line with best practice and standards;
 2. Maintain its buildings, assets and business processes for efficient use of energy and low emissions;
 3. Proactively manage its buildings, assets and processes for energy efficiency;
 4. Educate British Airways' and Service Partners' staff to use its buildings, assets and processes in an energy efficient manner;
 5. Regularly measure and report our performance to promote continuous improvement.
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Energy Policy Documents

Procure energy efficient buildings, assets and business processes

British Airways Property will:

- a) Set minimum standards of performance for all new buildings, assets, processes and major refurbishments, (and, where appropriate, beyond that required for statutory compliance) and ensure that the adoption of these standards is embedded in the project objectives from the outset;
- b) Invest appropriately to ensure that all new buildings/assets/processes and refurbishments procured are designed and built to optimise long term energy use, cost and carbon emissions;
- c) Consider and take account of life-cycle costing approach in the procurement of new buildings and assets, to ensure balance between least capital cost and lowest lifetime cost;
- d) Devise project design standards to promote the adoption of best practice in materials, technologies and techniques during new build and refurbishment projects;
- e) Promote the adoption of Enhanced Capital Allowances (ECAs) for energy efficient equipment, and make the use of equipment sourced from the ECA Energy Technology List (ETL) mandatory in all projects;
- f) Ensure compliance in the adoption of best practices by the introduction of project toolkit comprising checklists, sign-off and handover documentation for use by project teams in each phase of a project (Feasibility, Design, Construction, Post-Occupancy).

Maintain buildings, assets and business processes for energy efficiency

British Airways Property will, by working through its FM Service Partner:

- a) Ensure that buildings and assets are maintained in a manner which promotes efficient use of utilities in operation;
- b) Work with our facilities management service partners to promote the adoption of maintenance practices that will ensure the efficient operation of our assets;
- c) Introduce contractual energy performance targets for central plant maintained by its FM Service Partner;
- d) Monitor the performance of our assets to ensure that poor performance is identified and dealt with in a timely manner.

Proactively manage buildings, assets and business processes for efficiency

British Airways Property will:

- a) Ensure that our properties are managed effectively to ensure efficient utility use, and performance is regularly reviewed at operational management meetings;
- b) Set targets for our facilities management partners to ensure that energy used in our properties is monitored and reported in such a way that excessive consumption is identified and dealt with promptly;
- c) Agree standards of performance relating to heating and cooling setpoints throughout the year, hot water provision, ventilation and light levels, and ensure that these standards are enforced;
- d) Promote the adoption of effective Building Energy Management Systems (BMS), and ensure that all BMS systems are regularly audited and reviewed to ensure optimum performance;
- e) Carry out periodic audits of buildings, assets and processes and ensure that badly performing assets are identified and cost-effective options for improvement through capital investment and operational improvement are proposed.

Educate British Airways and Service Partner Staff to use buildings, assets and business processes efficiently

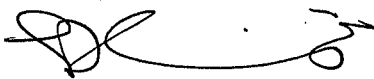
British Airways Property will:

- a) Raise awareness among British Airways staff to promote efficient working practices in the workplace, through a programme of annual campaigns, performance reporting and ongoing training;
- b) Promote the adoption of similar practices among the staff of our Service Partners, by working with our Service Partners to devise awareness initiatives, and auditing the effectiveness of these initiatives on a regular basis;
- c) Promote the use of CBT approaches for all new staff entering the business, and for existing staff being redeployed into new properties;
- d) Target appropriate technical training at both BA and Service Partner staff (including project teams) working on new projects or in energy intensive areas of our business.

Regularly measure and report performance to promote continuous improvement

British Airways Property will:

- a) Set energy performance targets for existing buildings based on historical data and comparison to appropriate benchmarks and standards of performance;
- b) Through our energy management data Service Partners, develop existing energy and cost monitoring systems to provide meaningful performance reports to management and staff, showing unambiguous comparative performance against targets in a timely and intuitive manner, taking into account the effect of external variables (e.g. changes in weather, occupancy, usage, etc);
- c) Review and revise targets on a regular (annual) basis to bring performance into line with best practice standards over a reasonable timeframe;
- d) Report our cost, energy and carbon emissions performance to relevant stakeholders on a regular basis.



Andrew Grainger Head of Property

19th Dec 2006

Date