Welcome to YEPG
Rethinking Energy Performance

Building Management: Who is in charge?
To become an official member of the group - please email groups@cibse.org stating that you would like to join the Young Energy Performance Group.
6.30pm Welcome
6.35pm Our Speakers
7.30pm Discussion
Networking & Drinks
Vilnis Visma
Degree Days Direct LTD
vesma.com
Who’s in charge around here?

Vilnis Vesma
Degree Days Direct Limited
Energy consumption per square metre

- Research on 100+ London office buildings by Jones Lang Lasalle and the Better Buildings Partnership

“An ‘E’ rated building is using less energy per m² than a ‘B’ rated building.”
Who’s in charge of energy?
Who’s in charge of energy?
Who’s in charge of energy?
Who’s in charge of energy?
Who’s in charge of energy?
Who’s in charge of energy?
Who’s in charge of energy?

We are!
Vilnis Vesma

VESMA.COM

all about saving energy

Vilnis@VESMA.COM

01531 821350

FREEPOST VESMA.COM
Debbie Hobbs
Sustainability Manager
Legal & General Property
Sustainable Property

Debbie Hobbs - Head of Sustainability
Pete Gladwell - Business Development Manager
Emma Long - Product Specialist
Legal and General Property

The figures
- £10.6 bn Assets under management
- 2,500 assets - 135 managed assets (multi let), Approx 3,000 tenants
- Over £1bn of properties acquired in 2012 and over £4bn during the past three years

Embedding sustainability
- Every member of staff – UKGBC step course on sustainability
- All property professionals – 60 Hours, College of Estate Management (CEM) diploma
- Sustainability objectives in all property professionals appraisal process
- Expect the same commitment from everybody we work with throughout our supply chain

”It is our view that sustainability already sits alongside location, tenant, building sits and building quality as a key factor in real estate’s value and performance””

Bill Hughes: MD & Chair Green Property Alliance
**Why Sustainability? Market Demands**

*Cushman & Wakefield (28/11/12) - from a survey of 28 European real estate funds:*

“Whether the objective is creating value, reducing cost, or protecting assets against early obsolescence, the combined drivers of regulation and growing stakeholder interest in most markets mean that sustainability is increasingly seen as an important commercial consideration in property decisions.”

It added that a focus on sustainability within property investment decision-making has “gained significant momentum over the last 12 months according to the report.”
Why Sustainability? Legislation

- Aggregates levy
- Allowable Solutions and Building Regulations (Part L)
- Business Premises Renovation Scheme
- Carbon price floor
- Carbon Reduction Commitment: Energy Efficiency Scheme
- Climate Change Levy
- Climate Change Agreements
- Community Infrastructure Levy
- Air Conditioning Inspections (ACI) under EU EPBD
- Display Energy Certificates (DECs)
- Energy Performance Certificates (EPCs)
- Eco-Design Directive
- Enhanced Capital Allowances
- EU Emissions Trading Scheme
- Feed-in-tariffs (FITs)
- Flat Conversion Allowances
- EC F-Gas Regulations
- Greenhouse Gas Reporting
- Green Deal
- HCFC Phase out
- Hydrocarbon oil duty
- Landfill tax
- Minimum Energy Performance Standards
- Renewable Heat Incentive (RHI)
- Smart Metering
Why Sustainability? Future Legislation?


- **Minimum Energy Performance standards (MEPs)** – tenant access, cost of funding, void periods?

- **EU** – mandatory Energy audits – ISO 14001 exemptions

- **Display Energy Certificates** for commercial

- **LER** – Landlords Energy Rating - developed by the Better Building Partnership
Why Sustainability? Investor Demand?

Global Real Estate Sustainability Benchmarking (GRESB)

Overview
Executive summary

Analysis
Overall GRESB scores compared to the sector benchmark

Sustainability aspects
1. Management
2. Policy & disclosure
3. Environmental management systems
4. Risks & opportunities
5. Performance indicators
6. Building certifications
7. Social factors
8. New developments

Selected respondents
Listed
Private
### Why Sustainability? : Tenants Requirements

#### Legal & General Property

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### Occupier Satisfaction Survey 2010

**Property Industry Alliance and CoreNet Global Executive Summary**

This is the fourth annual survey measuring the satisfaction of commercial occupiers in the UK. This year’s survey marks a departure from the three previous editions with an updated and more detailed approach based on the Code for Leasing Business Premises in England & Wales, 2007.

- Overall occupier satisfaction of 4.9 out of 10 shows there is room for improvement
- As in previous surveys, there is a marked difference between small and large occupiers
- Sustainability remains a key concern - occupiers feel landlords need to significantly increase their levels of interaction with them on this issue

#### All occupiers’ satisfaction with... Weighted average score: Change in satisfaction over last 12 months:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>Better/much better</th>
<th>About the same</th>
<th>Worse/much worse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall relationship with landlord(s)</td>
<td>5.4</td>
<td>4.9</td>
<td>10%</td>
<td>73%</td>
<td>14%</td>
</tr>
<tr>
<td>The rent review process &amp; conditions achieved through lease negotiation</td>
<td>6.2</td>
<td>5.6</td>
<td>22%</td>
<td>56%</td>
<td>22%</td>
</tr>
<tr>
<td>The letting process</td>
<td>6.2</td>
<td>5.5</td>
<td>19%</td>
<td>57%</td>
<td>24%</td>
</tr>
<tr>
<td>The process of relinquishing a property back to the landlord</td>
<td>5.1</td>
<td>5.4</td>
<td>5%</td>
<td>70%</td>
<td>28%</td>
</tr>
<tr>
<td>The landlord’s insurance arrangements for the building</td>
<td>5.2</td>
<td>4.9</td>
<td>7%</td>
<td>80%</td>
<td>13%</td>
</tr>
<tr>
<td>The level of communication with landlords</td>
<td>5.3</td>
<td>4.7</td>
<td>10%</td>
<td>79%</td>
<td>11%</td>
</tr>
<tr>
<td>The process of negotiating a dilapidations claim over the last 12 months</td>
<td>5.2</td>
<td>4.6</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>The landlord’s service charge arrangements</td>
<td>4.3</td>
<td>4.2</td>
<td>6%</td>
<td>75%</td>
<td>17%</td>
</tr>
<tr>
<td>The application for consent process</td>
<td>5.5</td>
<td>4.0</td>
<td>14%</td>
<td>59%</td>
<td>23%</td>
</tr>
<tr>
<td>The landlord’s interaction on environmental issues</td>
<td>4.0</td>
<td>3.5</td>
<td>5%</td>
<td>76%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Why Sustainability? Adding Value

• **Legislation**
  - Ensuring compliance at most effective time on property lifecycle

• **Asset Values**
  - Improving value – EcoPAS project
  - Avoiding obsolescence
  - Minimising price ‘chipping’ on sale

• **Tenant attraction**
  - Better EPCs = lower running costs,
  - Green leases / MOU’s = further improvements
  - Allows compliance with tenant corporate policies

• **Tenant retention**
  - Capital for improvements linked to lease ‘regears’
  - Improved EPCs and lower running costs
  - Solar PV – reduced costs, tenant CSR compliance

• **Rising energy prices**
  - Energy efficiency = lower service charges

• **Additional revenue**
  - Feed In Tariffs / Renewable Heat Incentive
## Why sustainability: Public Disclosure?

| BITC - Opportunity Now / Race for BITC CR Index Group |
| BITC CR Index International |
| Bloomberg |
| Carbon Disclosure Project |
| Climatewise |
| DJSI |
| ECPI |
| EIRIS |
| FTSE 100 Wellbeing Index |
| FTSE 4 Good |
| GSSustain |
| Oekom |
| Profit Before Ethics Network |
| Sig Watch Analysis (Monthly) |
| Stonewall Index |
| Top Employers for Working Families |
| UNGlobal Compact |
| UNPRI |

- GRESB
- EcoPas
- Better Building Partnership Benchmarking
- Energy Performance Certificates
- Display Energy Certificates
- Landlords Energy Rating

---

**CDP Investor Initiatives**

**Dow Jones Sustainability Indexes**

**Corporate Responsibility**

**Business in the Community (BITC) Corporate Responsibility Index 2011**

**OEKOM/ECPI**

We are held by these two SRI Houses as Prime Ethical Stocks.

---

**GRESB**

**EcoPas**

**Better Building Partnership Benchmarking**

**Energy Performance Certificates**

**Display Energy Certificates**

**Landlords Energy Rating**
Why Not Sustainability?

• Legislation – compliance

• Investor requirements

• Tenant requirements

• Added Value

• Corporate Governance
The challenge: Sustainable Property Investment
SPI Framework: Policy, Objectives, Strategy and Processes

Policy and Objectives
- Corporate
- LGP
- Fund

Annual Plans and Targets
- Asset Plan
- Fund Plan
- LGP Plan

Monitoring
- Data Monitoring
- Benchmarking
- Reporting

Actions
- Compliance-EPC
- Project Management
- Tenant Liaison
- ISO14001/Track Record
- Green Leases
- Training

Capital Works and Investment
- Sustainability Targets
- BREEAM/SKA
- SPIP

Communication
- Corporate
- LGP
- Fund

Report
- Quarterly Fund
- LGP Annual
- L&G Annual

Feedback

LEGAL & GENERAL PROPERTY

RESPONSIBLE PROPERTY INVESTMENT POLICY

Responsible Property Investment (RPI) is an approach to property investing that recognises a property investor’s role in maximising financial, social and environmental returns along with sustainable social and environmental outcomes in the long term. LGP strives to deliver the highest standards of responsible property investment and management practices. This policy applies to all property investments managed by Legal & General in which LGP has a direct or indirect equity or debt interest and which are not regulated by national, state or local authorities. The obligations of this commitment may vary depending on local conditions and on the nature of the transaction. It is our aim to ensure that all property investments managed by LGP, in which LGP has a direct or indirect equity or debt interest and which are not regulated by national, state or local authorities, are managed in accordance with the obligations of this policy.

SUSTAINABLE PERFORMANCE.

Sustainability aims:

To integrate the management of sustainability risks identified at Fund level into the asset management plans and to realise sustainability related opportunities, particularly through landlord-occupier engagement on sustainability performance.

Our approach

Our Asset Managers agree specific targets for each property, which are designed to monitor the social or environmental performance. This work is undertaken in partnership with their managing agents. This activity is a balance of risk management on new acquisitions (analysed through detailed sustainability reporting and improvement of existing assets).
# Sustainability Risk: Existing Buildings and Acquisitions

<table>
<thead>
<tr>
<th>Category</th>
<th>Asset Plan: Sustainability Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPC</td>
<td>Does the building have EPCs for all units of let?</td>
</tr>
<tr>
<td>EPC</td>
<td>Are all EPCs of an EPC or above?</td>
</tr>
<tr>
<td>Energy Use</td>
<td>What is energy provided by the landlord used for?</td>
</tr>
<tr>
<td>Water efficiency measures</td>
<td>Is there on-site water efficiency practices - yes/no?</td>
</tr>
<tr>
<td>Legionella risk</td>
<td>Is there a cooling tower is all available paper on site and are copies loaded onto track record?</td>
</tr>
<tr>
<td>Transport</td>
<td>How close is the asset to a well used public transport node.</td>
</tr>
<tr>
<td>Waste</td>
<td>Is there any on-site or off-site was recycling - yes/no</td>
</tr>
<tr>
<td>Flood risk</td>
<td>What are the assets flood rating?</td>
</tr>
<tr>
<td>Flood risk</td>
<td>If there were any actions arising from a detailed Flood Risk Assessment, have all actions been completed?</td>
</tr>
<tr>
<td>Flood risk</td>
<td>Are flood defences in place at the asset - at the site only.</td>
</tr>
<tr>
<td>Flood risk</td>
<td>Are flood defences in place that cover the assets location only answer if there is a significant or moderate flood risk.</td>
</tr>
<tr>
<td>Tenant's environmental impact</td>
<td>Does any tenant pose a high environmental risk?</td>
</tr>
<tr>
<td>External Risk</td>
<td>If an external Environmental Risk Assessment has been carried out, have all actions arising been completed?</td>
</tr>
</tbody>
</table>

## ENERGY
- EPC rating against benchmark and likelihood of upgrade
- Electricity usage metering
- Gas usage metering
- Lighting controls
- Heating controls
- Uninterruptible Power Supply
- CRC impact on owning Fund and energy procurement route and consumption statistics
- Previous Energy Audits

## WATER USAGE
- Water metering
- Leak detection systems
- Water efficiency measures
- Rainwater harvesting
- Grey water harvesting

## FLOOD CONTROL
- Flood risk area
- Flood control measures

## WASTE MANAGEMENT
- Waste Management Plan
- Recycling
- Segregation of waste

## GROUND CONTAMINATION
- Risk rating
- Contaminants
- Ventilation and monitoring systems for contaminants
- PROPERTY MANAGEMENT

## BUILDING FABRIC
- BREEAM Rating (or LEED etc)
- Planned preventative maintenance schedule
- Design and thermal performance
- Sustainable materials
- Longevity of building

## BUILDING EQUIPMENT
- Ozone depleting substances
- Certificates of inspection of refrigerant containing equipment
- Planned preventative maintenance schedule
- Installation
- Plant upgrade

## RENEWABLE ENERGY / SITE INITIATIVES
- Renewable energy sources

## OCCUPIER WELFARE
- Neutral ventilation/local controls
- Showers/Changing facilities
- Recreation space and facilities

## TRANSPORT LINKS AND PARKING
- Proximity to public transport
- Parking facilities
- Cycle storage facilities
- Cycle lanes
- Footpaths
- Green travel plans
SPI Framework: Annual Plans and Targets

- **Asset Sustainability Plans (ASPs)** for every asset – managed (multi-let) and single let:
  - 10 Year+ plan, linked to asset strategy, planned maintenance plan, lease lengths and EPC upgrade requirements
  - **Annual Sustainability Action Plan (ASAP)** formed annually as part of standard asset planning processes and highlighted in service charges

- **Targets 2014** – set from ASAP at asset, fund and LGP levels

- **Fund and Asset Manager** targets incorporated in

### Points of Intervention

<table>
<thead>
<tr>
<th>Long term property cycle activities</th>
<th>Medium term property cycle activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property search</td>
<td>Facilities management procurement</td>
</tr>
<tr>
<td>New lease agreements</td>
<td>Specific supplier procurement</td>
</tr>
<tr>
<td>Initial fit-out</td>
<td>Service charge budgets</td>
</tr>
<tr>
<td>Sub-let</td>
<td>Redecorate / refurbishments</td>
</tr>
<tr>
<td>Refurbishment</td>
<td>Rent Reviews</td>
</tr>
<tr>
<td>Dilapidations</td>
<td>Break clauses</td>
</tr>
</tbody>
</table>
# SPI Framework: Annual Plans and Targets

## ENERGY

<table>
<thead>
<tr>
<th>In this year's action plan?</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Did you discuss this objective in your annual targets?</th>
<th>Yes</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Pts.</th>
<th>Explain why and how you addressed this objective above</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Carried out at another time?</th>
<th>Yes</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Who is responsible for implementation?</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Action agreed by</th>
<th>Family</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

<table>
<thead>
<tr>
<th>Cost B</th>
<th>Sign</th>
</tr>
</thead>
</table>

**PLANNING**: SPI Framework - Annual Plans and Targets

**Sustainable Asset Plan**

- **Energy**
- **GHG**
- **Water**
- **Waste**
- **Travel**
- **Biodiversity**

**Legal & General Investment Management**

LGP has a commitment to produce an annual sustainable action plan for each asset. To assist in the process, this toolkit has been developed, to provide guidance and a project action plan. It is very important we also capture the results of each action implemented and if possible write up a case study of major achievements with photos where possible.

The first tab is a summary page which can then be used to transpose key actions as bullets points onto the property annual asset plan.

If you have any questions or comments please contact: Gareth Holymen (gareth.holymen@lgm.com) or Debbie Hobbs (debbie.hobbs@lgm.com)
Monitoring, KPIs and Reporting

- **Measurement and targets** aligned to GRI:CRESS (Global reporting initiative; construction and real estate sector supplement)

- **Data monitored across a range of KPIs** - Energy, Water, Waste, Carbon, Biodiversity, Transport, Tenant Liaison, Community Engagement

- **RAG report** – on Annual Sustainability Action Plan (ASAP) measures

- **Next Challenge** – Supply chain management with measurable KPI’s to share risk and rewards. Covering Key agents – 3rd/ 4th tier suppliers such as controls sub contractors and tenants gardening contractors
Quarterly Sustainability Reports (QSRs) : Asset, Fund and LGP level reports

**Asset Sustainability Report - Q4 2012**

**Midsummer Place**

**Electricity (kWh Absolute)**

- 2012: 1,758,653
- 2011: 1,754,416
- Variance: -4,237
- -0.02%

**Gas (kWh Absolute)**

- 2012: 2,132,410
- 2011: 2,314,279
- Variance: -181,869
- -7.85%

**Water (m³)**

- 2012: 3,500
- 2011: 3,500
- Variance: 0
- 0%

**Waste (tonnes)**

- 2012: 12
- 2011: 12
- Variance: 0
- 0%

**Comments**

**Electricity - Consumption**

Electricity consumption was 7% less than Q4 2011. Maintenance issues with the heating plant and a lift fault in the November and December. Gas consumption for the whole of 2012 was 7% lower than 2011.

**Gas - Consumption**

Gas consumption for the period was 7% lower than Q4 2011 due to the maintenance issues in November and December. Gas consumption for the whole of 2012 was 7% lower than 2011.

**Utility Costs (£)**

<table>
<thead>
<tr>
<th>Month</th>
<th>Dec 2011</th>
<th>Dec 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>174,974</td>
<td>172,410</td>
</tr>
<tr>
<td>2011</td>
<td>172,410</td>
<td>170,440</td>
</tr>
<tr>
<td>% Var</td>
<td>-0.06%</td>
<td>-1.01%</td>
</tr>
</tbody>
</table>

**CO₂ Emissions (tonnes)**

<table>
<thead>
<tr>
<th>Month</th>
<th>Dec 2011</th>
<th>Dec 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>797</td>
<td>799</td>
</tr>
<tr>
<td>2011</td>
<td>800</td>
<td>800</td>
</tr>
<tr>
<td>% Var</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**Refrigerant Emissions**

<table>
<thead>
<tr>
<th>Month</th>
<th>Dec 2011</th>
<th>Dec 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>2011</td>
<td>71%</td>
<td>71%</td>
</tr>
</tbody>
</table>

**Comments**

Occupancy Changes

Catholics occupied Suite over Christmas period on a temporary basis. Suite was occupied by the Ministry during the same period. Gymnasium closed trading within the park but may reopen in March 2013.

Tenant Engagement

The Operations Manager has liaised further with tenants during the quarter targeting and engaging a minority of tenants who were still not complying with the change in waste processing arrangements. Gradually over the quarter more tenants have been

Community Engagement

The oak tree has shed its leaves for the winter period and its condition will next be assessed in the spring when it comes into bloom.
Tenant Liaison: Procedures and Guidance


Sustainability means 'the ability to live long term with the resources that are available to us.'

Our Green Lease Toolkit.

We have been working with a group of major property owners and occupiers in conjunction with the Better Buildings Partnership to devise a set of principles that we believe both occupiers and property owners can aim towards to help improve our sustainability.

This Green Lease Toolkit, which is not legally binding, provides a set of principles to help occupiers and property owners work together.

The Green Lease Toolkit is on 'Track Record' under the stewardship of your managing agent, but if you would like a copy then do contact them directly and they will be happy to provide it to you. We hope that you will agree to take at least some of the principle points on board.

Every building is different; therefore every building needs a tailored solution. Not every part of the memorandum is possible in every building due to specification, but we will work together on the areas that we can change to improve going forward.

How to Make the Retail Culture Sustainable.

There are lots of things you can do to help bring about a culture change. Here are some that have worked for us:

**Appoint a Green Champion in Your Organisation**

It is likely there is already someone in the organisation who is passionate about the environment. Appoint them as a green champion in your company and use their passion to help stimulate change. Make it a part of their job to raise awareness of your new environmental policies in the shop.

**Promote Awareness of Sustainability**

Participate in poster campaigns to promote sustainability. If it’s all about awareness then you need to find as many ways as possible of letting people know. Does your company have newsletters or an intranet that could incorporate a new page and have regular ‘green stories’ or run a poster campaign on a different subject each month, like turning off lights, cooling, heating and computers when staff go home, recycling coffee cups or batteries or printing less?

**Run an Incentive Campaign**

At Legal & General we run a series of ‘Making A Difference’ (MAD) Awards to recognise and reward employees who are MAD about environmental issues and in 2008 they were expanded to include community and charitable work as well. Other organisations use a system of credits that employees build up over time if they demonstrate good environmental performance and enough credits will earn you cash or another benefit. Is this something that could work in your business?

**Back of House**

Manage the switching of lighting to back of house areas to reduce energy consumption when not occupied.
Supply Chain Management: influences in existing commercial property

- Corporate Policies, Fit out designers, Maintenance contractors, Cleaners & Security
- Tenants: fit out and maintenance
- Security Staff
- Landlord/ Tenant relationship
- Owner Asset / Fund Manager
- Managing Agent /
- Facilities Managers
- Maintenance Engineers
- Policies, Objectives, Action Plans, Leases, Funding, Refurbishment, New Build
- Monitoring and Targeting, Sustainability Plans, Implementing measures, Service Charges, Supply Chain Management, License to Alter
- Annual Action Plans, Tenant Liaison, Implementing measures, Meter readings, Exception reports

- Maintenance, Energy and Water exception reporting, BMS contractor, Commissioning / balancing
- Meter readings, Switch off campaigns, Cleaning routines, Materials usage
Some thoughts to stimulate the discussion?

• **Sustainability Measurement** – How to measuring sustainability of an existing asset? -BREEAM in use/ DEC’s ?

• **Design teams** – who ‘owns’ the role of achieving the client’s sustainability objectives and how should they be set BREEAM Excellent (in use/ construction?) / EPC’ B’ / DEC’ B’ ?

• **Embedding sustainability** – how to embed it every body’s job role in the supply chain? Ask for consultant/ contractor training records? How measure it?

• **Tenants fit outs** – how can these be monitored and influenced at the appropriate time? Green Leases?

• **Operation** – who measures, monitors, targets, and exception reports? On a meter, asset, fund or company level?

• **Controls** - Why do we still get controls designed with time schedules (on regardless) rather than ‘on demand’? Who specifies the user interface that the maintenance engineer needs?

• **Minimum Energy Performance standards (MEPS)** – what if EPC is an F&G because of a tenants fit out which will be removed when the tenant moves out?

• **Green Deal?** - What happens when the tenant moves out? How to guarantee the quality of work in the asset?
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Our next event is – Simulation:
Are we just ticking boxes?

Register at
cibseyepgsummerseries.eventbrite.co.uk