British Land

Corporate Responsibility
FULL DATA REPORT 2013

PERFORMANCE DATA

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WE REPORT TO THE GLOBAL REPORTING INITIATIVE B+ STANDARD AND EPRA BEST PRACTICE RECOMMENDATIONS ON SUSTAINABILITY REPORTING.

Data in this report covers performance across 96% of our entire managed portfolio by value and 100% of development projects on site. Altogether this comprises 69% of our total investment portfolio of £16.4 billion. We focus on our managed portfolio, as this is where we can influence performance.

Key data in this report has been independently assured under the ISAE 3000 standard by PricewaterhouseCoopers LLP (PwC), so you can be confident that we are reporting accurately on the issues that matter most to our business and our key stakeholders. Where you see the assurance symbol (INDEPENDENTLY ASSURED), 2013 data has been assured by PwC. In prior years, data was assured by PwC and other providers (see earlier CR Reports).

Throughout this report, 2012/13 refers to our financial year from 1 April 2012 to 31 March 2013. Similarly, 2011/12 refers to our financial year 2011/12, and 2013/14 to financial year 2013/14. Where improvements have been made to data accuracy, some data for prior years has been restated. More information is provided in Reporting Criteria.

ENERGY REDUCTIONS
38% less landlord-influenced energy use than our 2009 baseline

CARBON REDUCTIONS
33% less like-for-like carbon emissions (Scope 1 and 2) than 2009

SUSTAINABLE DESIGN
100% 100% BREEAM Excellent sustainability ratings for our office developments

STAFF SATISFACTION
1 Star Accreditation in The Sunday Times Best Companies to Work For 2013

COMMUNITIES
14,800 people benefited from our community programme

OUR ECONOMIC CONTRIBUTION
32,300 Jobs created by our 2011 to 2015 committed development programme

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There are growing indications to support our view that sustainability and particularly energy efficiency add value to assets in the longer term. We are convinced this will be proven over time.

LANDLORD-INFLUENCED ENERGY USE

38% 38% less landlord-influenced energy use across our like-for-like portfolio than our 2009 baseline

£5.2m £5.2 million energy and carbon cost savings for occupiers over the last four years

39,600 39,600 tonnes less like-for-like carbon emissions from energy use over the last four years

18% 18% less water use across our like-for-like portfolio than our 2009 baseline

£1.7m £1.7 million landfill tax savings through recycling at our properties over the last three years

90% 90% of waste diverted from landfill at our properties

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1 EPRA summary performance GRI: EN3, EN4, EN5, EN6, EN8, EN26

		2012/13	2011/12	2010/11	Scope
3.1: Energy consumption from electricity (kWh)	Total portfolio	**175,062,977**	190,840,045	206,267,428	*420/430*
3.2: Energy consumption from district heating and cooling (kWh)	Total portfolio	**348,506**	134,662	198,534	*1/1*
3.3: Energy consumption from fuels (kWh)	Total portfolio	**29,789,499**	25,840,122	33,746,087	*42/45*
3.4: Building energy intensity (kWh per m²)	Offices	**274.73**	300.93	315.38	*25/25*
	Shopping centres	**56.65**	54.10	64.76	*11/11*
	Retail parks	**10.00**	10.35	10.86	*56/56*
3.5: Direct greenhouse gas emissions (tonnes CO_2e)	Total portfolio	**8,035**	6,635	8,239	*42/45*
3.6: Indirect greenhouse gas emissions (tonnes CO_2e)	Total portfolio	**102,177**	110,799	119,833	*420/430*
3.7: Greenhouse gas intensity from building energy (tonnes CO_2e per m²)	Offices	**0.149**	0.163	0.169	*25/25*
	Shopping centres	**0.030**	0.030	0.033	*11/11*
	Retail parks	**0.005**	0.006	0.006	*56/56*
3.8: Water withdrawal by source (m³)	Total portfolio	**662,954**	699,503	655,494	*102/105*
3.9: Building water intensity (m³ per m²)	Offices	**0.660**	0.750	0.670	*26/26*
	Shopping centres	**0.260**	0.240	0.210	*10/10*
	Retail parks	**0.280**	0.310	0.280	*20/20*
3.10 and 3.11: Waste by disposal route (tonnes and %)	Recycled	**10,660 (61%)**	10,326 (57%)	8,644 (52%)	*76/80*
	Incinerated	**5,153 (29%)**	5,555 (31%)	5,289 (32%)	
	Landfilled	**1,739 (10%)**	2,238 (12%)	2,748 (16%)	

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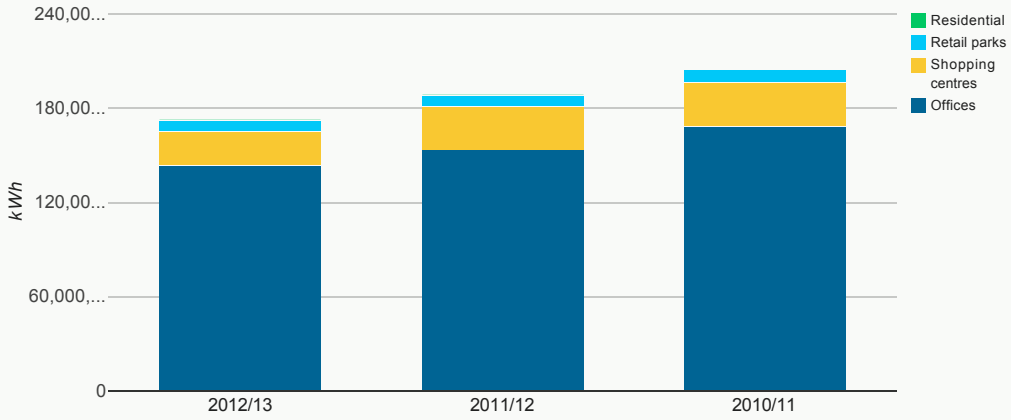
2 EPRA 3.1 Purchased electricity use GRI: EN4, EN5, EN6, EN26



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2 EPRA 3.1 Purchased electricity use GRI: EN4, EN5, EN6, EN26

	Non-renewable sources (kWh)			Renewable sources (kWh)			Total (kWh)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices									
Common parts	22,256,862	22,971,334	26,874,524	-	-	-	22,256,862	22,971,334	26,874,524
Shared services	30,976,449	36,935,670	43,424,148	-	-	-	30,976,449	36,935,670	43,424,148
Vacant space	444,830	977,191	344,783	-	-	-	444,830	977,191	344,783
Direct use in occupier spaces	89,935,745	92,936,545	98,142,480	-	-	-	89,935,745	92,936,545	98,142,480
Whole building	**143,613,886**	**153,820,740**	**168,785,936**	-	-	-	**143,613,886**	**153,820,740**	**168,785,936**
Scope (managed portfolio)	*31/34*	*29/30*	*28/30*	*0/0*	*0/0*	*0/0*	*31/34*	*29/30*	*28/30*
Retail									
Shopping centres: common parts	21,354,818	26,902,749	27,447,729	-	-	-	21,354,818	26,902,749	27,447,729
Retail parks: common parts	7,261,147	7,771,895	8,123,883	-	-	-	7,261,147	7,771,895	8,123,883
Direct retailer use in leased demises	2,131,459	2,055,316	1,909,638	-	-	-	2,131,459	2,055,316	1,909,638
Vacant space	17,417	49,479	243	-	-	-	17,417	49,479	243
Scope (managed portfolio)	*76/83*	*74/81*	*74/81*	*0/0*	*0/0*	*0/0*	*76/83*	*74/81*	*74/81*
Residential									
Common parts	684,251	239,866	n/r	-	-	n/r	684,251	239,866	n/r
Scope (managed portfolio)	*313/313*	*307/307*	n/a	*0/0*	*0/0*	n/a	*313/313*	*307/307*	n/a
All property types									
TOTAL	**175,062,977**	**190,840,045**	**206,267,428**	-	-	-	**175,062,977**	**190,840,045**	**206,267,428**
Scope (managed portfolio)	*420/430*	*410/418*	*102/111*	*0/0*	*0/0*	*0/0*	*420/430*	*410/418*	*102/111*

On-site generated renewables are excluded as they are supplied by British Land and not purchased.

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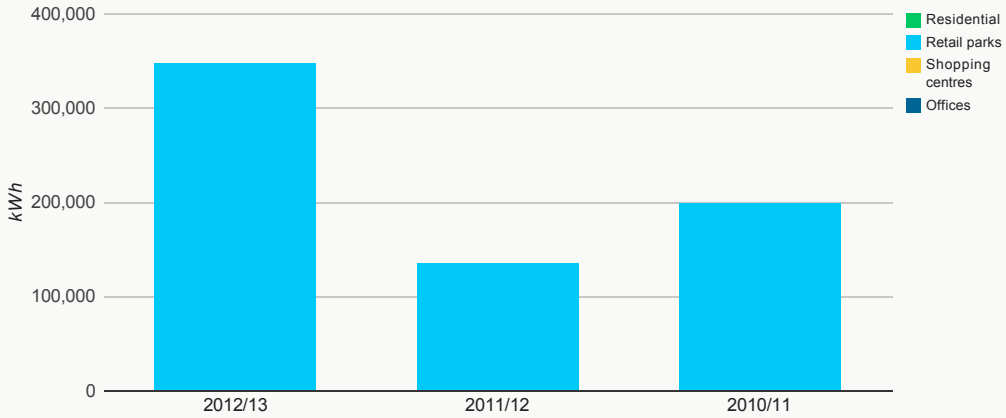
3 EPRA 3.2 District heating and cooling energy use GRI: EN4, EN5, EN6, EN26



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3 EPRA 3.2 District heating and cooling energy use GRI: EN4, EN5, EN6, EN26

	Non-renewable sources (kWh)			Renewable sources (kWh)			Total (kWh)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices									
Common parts	-	-	-	-	-	-	-	-	-
Shared services	-	-	-	-	-	-	-	-	-
Vacant space	-	-	-	-	-	-	-	-	-
Direct use in occupier spaces	-	-	-	-	-	-	-	-	-
Whole building	-	-	-	-	-	-	-	-	-
Scope (managed portfolio)	*0/0*	*0/0*	*0/0*	*0/0*	*0/0*	*0/0*	*0/0*	*0/0*	*0/0*
Retail									
Shopping centres: common parts	-	-	-	-	-	-	-	-	-
Retail parks: common parts	-	-	-	348,506	134,662	198,534	348,506	134,662	198,534
Direct retailer use in leased demises	-	-	-	-	-	-	-	-	-
Vacant space	-	-	-	-	-	-	-	-	-
Scope (managed portfolio)	*0/0*	*0/0*	*0/0*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*
Residential									
Common parts	-	-	n/r	-	-	n/r	-	-	n/r
Scope (managed portfolio)	*0/0*	*0/0*	*n/a*	*0/0*	*0/0*	*n/a*	*0/0*	*0/0*	*n/a*
All property types									
TOTAL	-	-	-	348,506	134,662	198,534	348,506	134,662	198,534
Scope (managed portfolio)	*0/0*	*0/0*	*0/0*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*

Geothermal energy is used at one Continental European retail park (Udine in Italy). This is a district heating scheme supplying the retail park's common parts, tenanted areas and neighbouring non-British Land buildings.

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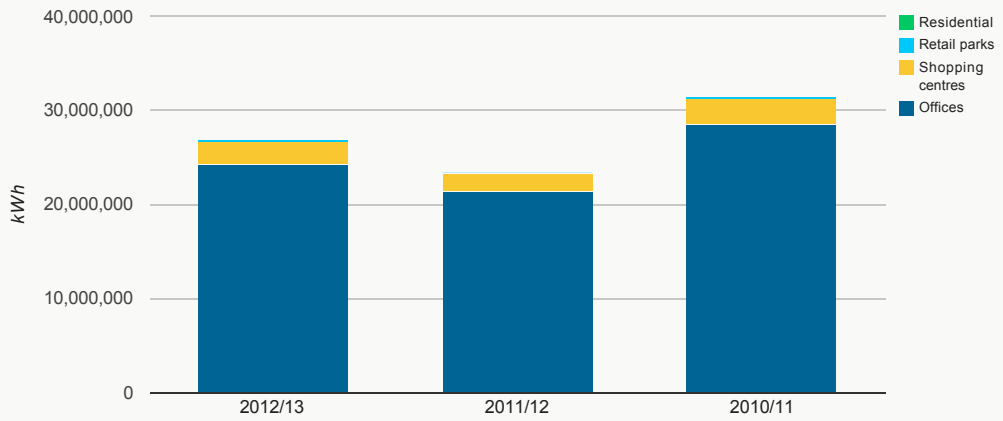
4 EPRA 3.3 Energy consumption from fuels GRI: EN3, EN5, EN6, EN26



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4 EPRA 3.3 Energy consumption from fuels GRI: EN3, EN5, EN6, EN26

	Natural gas (kWh)			Oil (kWh)			Biomass (kWh)			Total (kWh)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices												
Common parts	-	-	-	-	-	-	-	-	-	-	-	-
Shared services	23,646,860	21,137,534	28,211,526	565,589	215,611	300,414	-	4	-	24,212,449	21,353,149	28,511,939
Vacant space	-	-	-	-	-	-	-	-	-	-	-	-
Direct use in occupier spaces	-	-	-	-	-	-	-	-	-	-	-	-
Whole building	**23,646,860**	**21,137,534**	**28,211,526**	**565,589**	**215,611**	**300,414**	**0**	**4**	**0**	**24,212,449**	**21,353,145**	**28,511,939**
Scope (managed portfolio)	*24/27*	*24/24*	*24/24*	*11/14*	*13/13*	*16/16*	*0/1*	*1/1*	*0/0*	*24/27*	*24/24*	*24/24*
Retail												
Shopping centres: common parts	2,516,031	2,032,487	2,808,363	8,532	21,816	995	-	-	-	2,524,563	2,054,303	2,809,358
Retail parks: common parts	111,196	103,265	89,610	1,303	59	-	-	-	-	112,499	103,324	89,610
Direct retailer use in leased demises	2,939,988	2,329,347	2,335,179	-	-	-	-	-	-	2,939,988	2,329,347	2,335,179
Vacant space	-	-	-	-	-	-	-	-	-	-	-	-
Scope (managed portfolio)	*18/18*	*15/15*	*15/15*	*6/6*	*6/6*	*3/3*	*0/0*	*0/0*	*0/0*	*18/18*	*15/15*	*15/15*
Residential												
Common parts	-	-	n/r	-	-	n/r	-	-	n/r	-	-	n/r
Scope (managed portfolio)	*0/0*	*0/0*	*n/r*	*0/0*	*0/307*	*n/r*	*0/0*	*0/0*	*n/r*	*0/0*	*0/0*	*n/r*
All property types												
TOTAL	**29,214,075**	**25,602,633**	**33,444,678**	**575,424**	**237,486**	**301,409**	**0**	**4**	**0**	**29,789,499**	**25,840,122**	**33,746,087**
Scope (managed portfolio)	*42/45*	*39/39*	*39/39*	*17/20*	*19/19*	*19/19*	*0/1*	*1/1*	*0/0*	*42/45*	*39/39*	*39/39*

Energy use from a biomass boiler is reported for one property Ropemaker Place, which was sold in March 2013.

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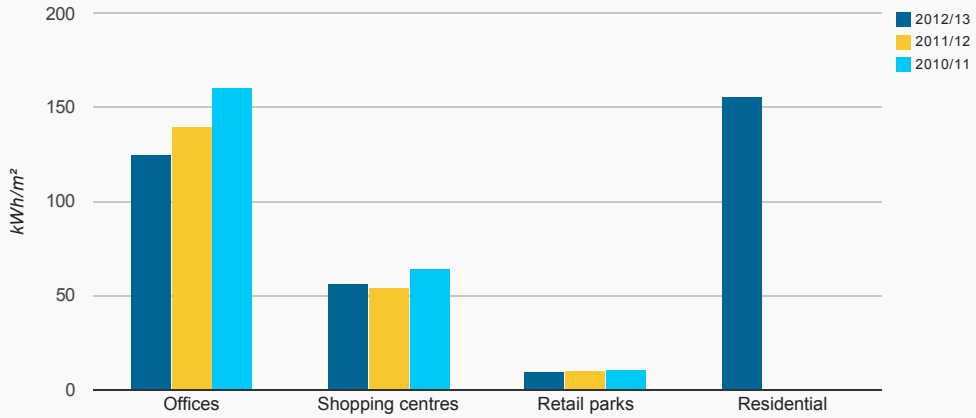
5 EPRA 3.4 Energy intensity – floor area GRI: CRE1, EN26



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5 EPRA 3.4 Energy intensity – floor area GRI: CRE1, EN26

	kWh/m²				kWh			Floor area (m²)		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Landlord influenced area: common parts and shared services	125.07	-22%	139.70	160.73	63,180,446	80,135,844	92,797,992	505,144	573,624	577,346
Direct use in occupier spaces	149.66	-3%	161.23	154.65	75,599,626	92,486,835	89,287,383	505,144	573,624	577,346
Whole building	**274.73**	**-13%**	**300.93**	**315.38**	**138,780,072**	**172,622,679**	**182,085,376**	**505,144**	**573,624**	**577,346**
Scope (managed buildings)	*25/25*		*23/23*	*22/22*	*25/25*	*23/23*	*22/22*	*25/25*	*23/23*	*22/22*
Retail										
Shopping centres: common parts	56.65	-13%	54.10	64.76	21,040,235	26,902,749	29,626,037	371,393	497,297	457,442
Retail parks: common parts	10.00	-8%	10.35	10.86	7,182,857	7,720,666	8,081,260	718,151	745,795	744,266
Scope (managed buildings)	*67/67*		*73/73*	*69/69*	*67/67*	*73/73*	*69/69*	*67/67*	*73/73*	*69/69*
Residential										
Common parts	156.17	-	n/r	n/r	684,251	n/r	n/r	4,381	n/r	n/r
Scope (managed buildings)	*308/308*		*0/0*	*0/0*	*308/308*	*0/0*	*0/0*	*308/308*	*0/0*	*0/0*

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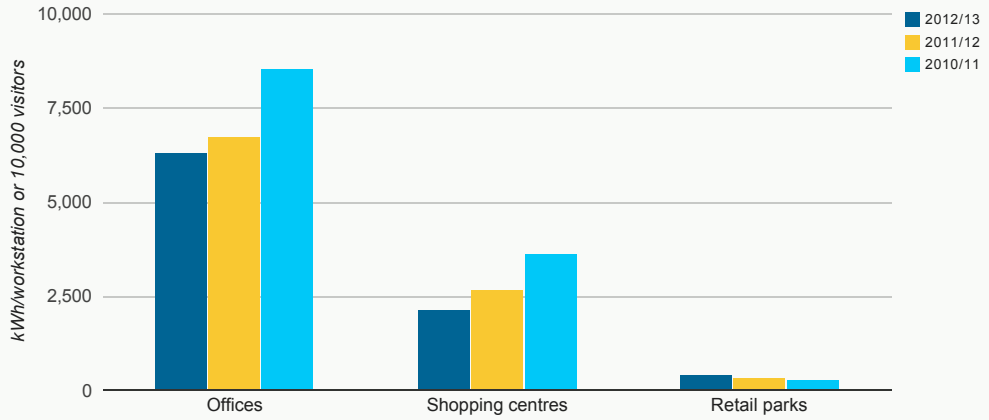
6 EPRA 3.4 Energy intensity – workstations and visitors GRI: EN1, EN26



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6 EPRA 3.4 Energy intensity – workstations and visitors GRI: EN1, EN26

	kWh/workstation or 10,000 visitors				kWh			Workstations/visitor numbers		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Whole building	6,302	-26%	6,736	8,540	137,760,205	170,235,605	153,133,113	21,860	25,272	17,932
Scope (managed portfolio)	*22/22*		*18/18*	*17/17*	*22/22*	*18/18*	*17/17*	*22/22*	*18/18*	*17/17*
Retail										
Shopping centres: common parts	2,171	-41%	2,672	3,658	21,024,211	28,941,484	29,006,308	96,850,318	108,308,460	79,300,026
Retail parks: common parts	419	34%	342	312	6,425,611	6,311,090	4,713,579	153,419,266	184,583,822	151,298,430
Scope (managed portfolio)	*51/51*		*47/47*	*37/37*	*51/51*	*47/47*	*37/37*	*51/51*	*47/47*	*37/37*

Total number of workstations in offices and visitors to retail properties are recorded at a single point at the end of the year.

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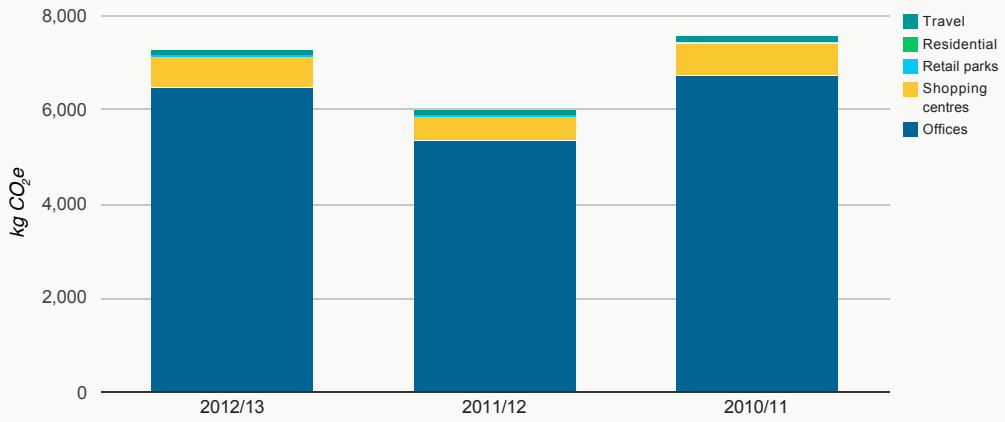
7 EPRA 3.5 Total direct greenhouse gas emissions GRI: EN16, EN17, EN18, EN26



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7 EPRA 3.5 Total direct greenhouse gas emissions GRI: EN16, EN17, EN18, EN26

	Emissions from fuel use and refrigerant loss (tonnes CO_2e)		
	2012/13	2011/12	2010/11
Offices			
Common parts	-	-	-
Shared services	5,506	4,848	6,473
Vacant space	-	-	-
Direct use in occupier spaces	-	-	-
Air conditioning refrigerant loss	983	493	250
Whole building	**6,489**	**5,341**	**6,723**
Scope (managed portfolio)	*24/27*	*24/24*	*24/24*
Retail			
Shopping centres: common parts	638	513	683
Retail parks: common parts	28	26	23
Retail: air conditioning refrigerant loss	93	160	186
Direct retailer use in leased premises	665	479	480
Vacant space	-	-	-
Scope (managed portfolio)	*18/18*	*15/15*	*15/15*
Residential			
Common parts use	-	-	-
Scope (managed portfolio)	*0/0*	*0/0*	*NR*
Travel			
Fuel use: British Land owned vehicles	122	116	144
Overall			
TOTAL	**8,035**	**6,635**	**8,239**
Scope (managed portfolio)	*42/45*	*39/39*	*39/39*

Energy emissions relate to kWh reported in Fig 4: EPRA 3.3 and include all emissions from Scopes 1, 2 and 3.

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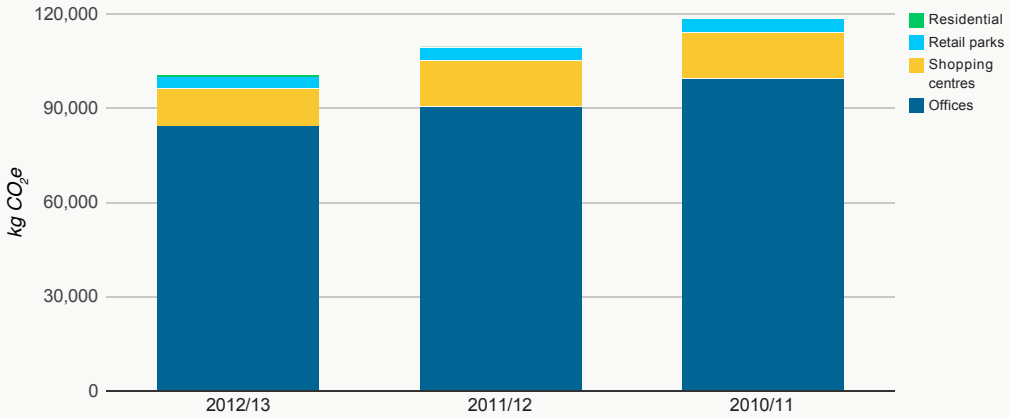
8 EPRA 3.6 Total indirect greenhouse gas emissions GRI: EN16, EN17, EN18, EN26



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8 EPRA 3.6 Total indirect greenhouse gas emissions GRI: EN16, EN17, EN18, EN26

	Emissions from electricity use (tonnes CO_2e)		
	2012/13	**2011/12**	**2010/11**
Offices			
Common parts	12,757	13,548	15,838
Shared services	18,270	21,785	25,602
Vacant space	262	576	203
Direct use in occupier spaces	53,074	54,814	57,839
Whole building	**84,363**	**90,723**	**99,482**
Scope (managed portfolio)	*31/34*	*29/30*	*28/30*
Retail			
Shopping centres: common parts	11,995	14,421	14,718
Retail parks: common parts	3,961	4,239	4,472
Direct retailer use in leased premises	1,444	1,253	1,161
Vacant space	10	21	0.1
Scope (managed portfolio)	*76/83*	*74/81*	*74/81*
Residential			
Common parts	404	142	n/r
Scope (managed portfolio)	*313/313*	*307/307*	n/a
All property types			
TOTAL	**102,177**	**110,799**	**119,833**
Scope (managed portfolio)	*420/430*	*410/418*	*102/111*

Energy emissions relate to kWh reported in Fig 2: EPRA 3.1 and relate to total emissions in Scopes 1, 2 and 3.

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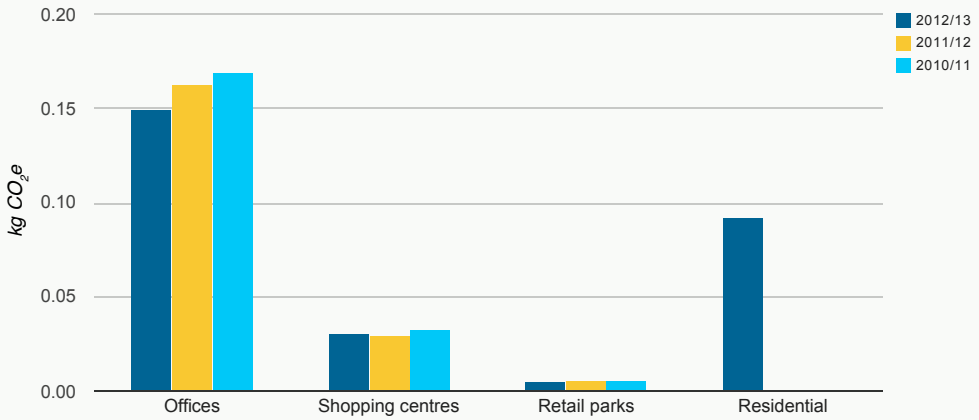
9 EPRA 3.7 Greenhouse gas intensity from building energy GRI: CRE3, EN26



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9 EPRA 3.7 Greenhouse gas intensity from building energy GRI: CRE3, EN26

	Managed portfolio emissions intensity (tonnes CO_2e/m^2)		
	2012/13	**2011/12**	**2010/11**
Offices			
Common parts	0.022	0.023	0.026
Shared services	0.039	0.045	0.052
Vacant space	0.000	0.001	0.000
Direct use in occupier spaces	0.088	0.094	0.091
Whole building	**0.149**	**0.163**	**0.169**
Scope (managed portfolio)	*25/25*	*23/23*	*22/22*
Retail			
Shopping centres: common parts	0.030	0.030	0.033
Retail parks: common parts	0.005	0.006	0.006
Scope (managed portfolio)	*67/67*	*73/73*	*69/69*
Residential			
Common parts	0.09	n/r	n/r
Scope (managed portfolio)	*308/308*	*n/a*	*n/a*

Energy emissions relate to kWh reported in tables EPRA 3.1 and 3.3 and relate to total emissions in Scopes 1, 2 and 3.

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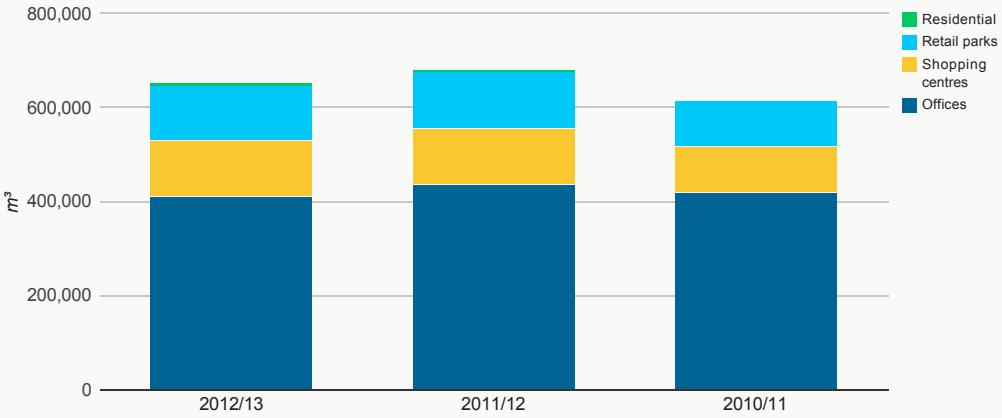
10 EPRA 3.8 Water use GRI: EC2, EN8, EN10, PR3, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13



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10 EPRA 3.8 Water use GRI: EC2, EN8, EN10, PR3, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13

	Mains water use m³			Non-mains water use: Borehole water (m³)			Non-mains water use: Water from on-site harvested sites (m³)			Total Water Use m³		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices												
Whole building	410,379	433,144	418,322	-	-	-	365	2,828	1,266	410,744	435,972	419,588
Scope (managed portfolio)	*30/33*	*29/29*	*27/27*	*0/0*	*0/0*	*0/0*	*2/2*	*2/2*	*2/2*	*30/33*	*29/29*	*27/27*
Retail												
Shopping centres: common parts	96,255	96,483	81,721	18,410	22,465	15,036	3,934	2,017	1,713	118,599	120,965	98,470
Retail parks: common parts	126,609	140,967	137,265	-	-	-	170	159	171	126,779	141,125	137,436
Scope (managed portfolio)	*35/36*	*33/33*	*33/33*	*1/1*	*1/1*	*1/1*	*4/4*	*4/4*	*4/4*	*35/35*	*33/33*	*33/33*
Residential												
Common parts	6,832	1,441	n/r	0	0	n/r	0	0	n/r	6,832	1,441	0
Scope (managed portfolio)	*37/37*	*80/80*	n/r	*0/0*	*0/0*	n/r	*0/0*	*0/0*	n/r	*37/37*	*80/80*	n/r
All property types												
TOTAL	**640,075**	**672,035**	**637,308**	**18,410**	**22,465**	**15,036**	**4,469**	**5,003**	**3,150**	**662,954**	**699,503**	**655,494**
Scope (managed portfolio)	*102/105*	*142/142*	*60/60*	*1/1*	*1/1*	*1/1*	*4/4*	*4/4*	*2/2*	*102/105*	*142/142*	*60/60*

This data relates to both mains and non-mains water use. (Non-mains use includes borehole and harvested water on site).

We report total building water use for offices and only water use for the common parts in our retail properties.

For CO_2e, estimated spend, investment and cumulative savings reported from water use, please download our Excel Data file and refer to the Extra data worksheet.

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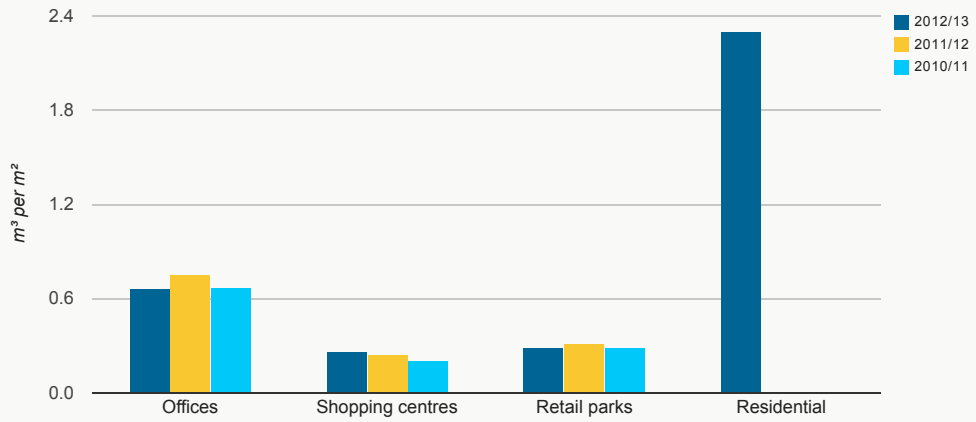
11 EPRA 3.9 Water intensity – floor area GRI: CRE2, EN26



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11 EPRA 3.9 Water intensity – floor area GRI: CRE2, EN26

	m³ per m²				m³			Floor area (m²)		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Whole building	0.66	-1%	0.75	0.67	335,660	429,007	378,569	508,144	573,624	574,201
Scope (managed portfolio)	*26/26*		*23/23*	*21/21*	*25/25*	*23/23*	*21/21*	*25/25*	*23/23*	*21/21*
Retail										
Shopping centres: common parts	0.26	24%	0.24	0.21	95,821	120,965	95,168	368,653	494,557	454,702
Retail parks: common parts	0.28	-0.02%	0.31	0.28	123,251	141,126	137,436	435,378	453,649	485,390
Scope (managed portfolio)	*30/30*		*33/33*	*31/31*	*30/30*	*33/33*	*31/31*	*30/30*	*33/33*	*31/31*
Residential										
Common parts	2.30	0%	n/r	n/r	6,832	1,441	n/r	2,972	n/r	n/r
Scope (managed portfolio)	*38/38*		*n/a*	*n/a*	*38/38*	80/80	*n/a*	*38/38*	*n/a*	*n/a*

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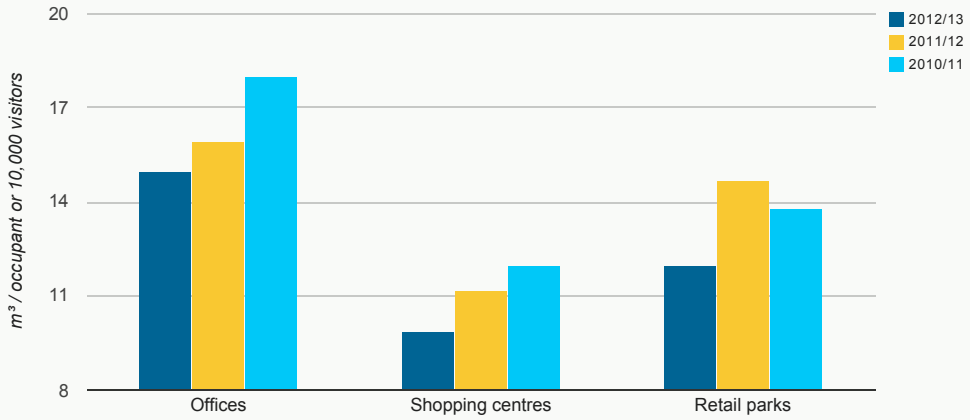
12 EPRA 3.9 Water intensity – workstations and visitors GRI: CRE2, EN26



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12 EPRA 3.9 Water intensity – workstations and visitors GRI: CRE2, EN26

	m³/occupant or 10,000 visitors				m³			Work stations/visitor numbers		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Whole building	14.96	-17%	15.94	18.01	327,725	402,854	322,983	21,910	25,272	17,932
Scope (managed portfolio)	*23/23*		*18/18*	*17/17*	*23/23*	*18/18*	*17/17*	*23/23*	*18/18*	*17/17*
Retail										
Shopping centres: common parts	9.89	-17%	11.17	11.98	95,821	120,965	95,004	96,850,318	108,308,460	79,300,026
Retail parks: common parts	11.98	-13%	14.69	13.82	121,496	139,248	95,766	101,399,269	94,771,526	69,318,868
Scope (managed portfolio)	*29/29*		*30/30*	*22/22*	*29/29*	*30/30*	*22/22*	*29/29*	*30/30*	*22/22*

Total number of workstations in offices and visitors to retail properties are recorded at a single point at the end of the year.

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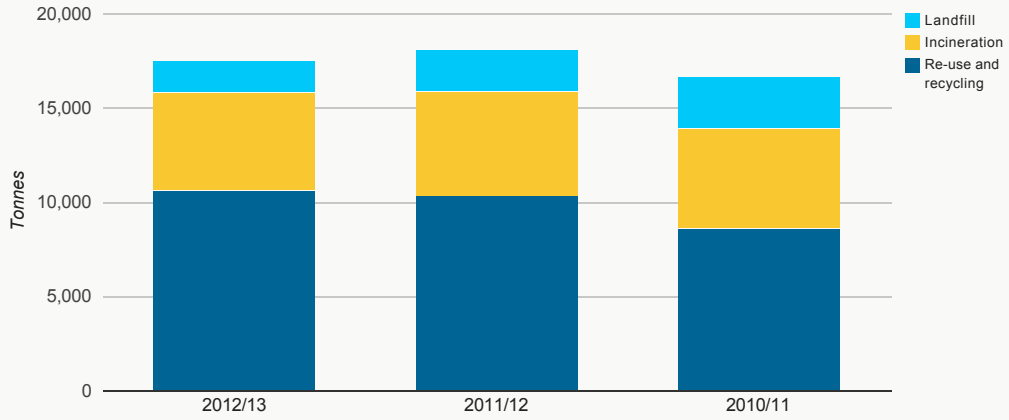
13 EPRA 3.10 Waste management – by weight GRI: EC2, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13



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13 EPRA 3.10 Waste management – by weight GRI: EC2, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13

	Non-hazardous managed waste											
	Offices (tonnes)			Shopping centres (tonnes)			Retail parks (tonnes)			TOTAL (tonnes)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Re-use	-	-	-	-	-	-	-	-	-	-	-	-
Composting	365	283	154	468	257	347	123	46	11	957	586	513
Recycling	2,194	2,566	1,790	3,069	3,053	3,170	1,052	990	879	6,315	6,609	5,839
Direct to Materials Recovery Facility	765	811	670	1,632	1,435	1,098	992	886	524	3,389	3,131	2,293
Incineration with energy recovery	2,140	2,297	2,063	2,564	2,797	2,788	390	393	233	5,094	5,486	5,083
Incineration without energy recovery	-	9	204	49	-	1	11	60	1	59	68	206
Landfill	-	-	6	1,058	1,254	1,517	681	984	1,225	1,739	2,238	2,748
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	**5,464**	**5,964**	**4,887**	**8,840**	**8,794**	**8,921**	**3,249**	**3,359**	**2,873**	**17,552**	**18,118**	**16,681**
Scope (partial waste management)	*19/29*	*17/29*	*6/29*	*8/12*	*6/12*	*6/10*	*33/39*	*33/39*	*32/39*	*60/80*	*56/80*	*44/78*
Scope (total)	*7/29*	*8/29*	*9/29*	*3/12*	*4/12*	*4/10*	*6/39*	*6/39*	*7/39*	*16/80*	*18/80*	*20/78*

For landfill tax investment and cumulative savings, please download our Excel Data file and refer to the Extra data worksheet.

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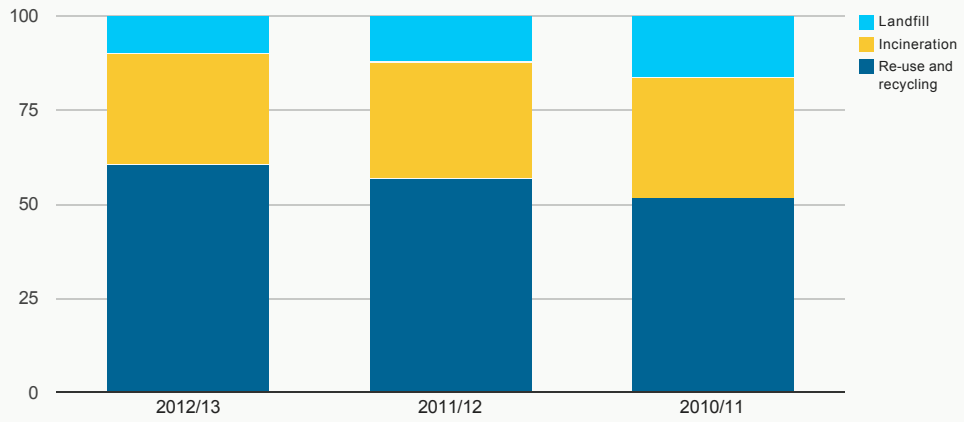
14 EPRA 3.11 Waste management – by proportion GRI: EC26



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14 EPRA 3.11 Waste management – by proportion GRI: EC26

	Non-hazardous managed waste											
	Offices (%)			Shopping centres (%)			Retail parks (%)			TOTAL (%)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	7%	5%	3%	5%	3%	4%	4%	1%	0%	5%	3%	3%
Recycling	40%	43%	37%	35%	35%	36%	32%	29%	31%	36%	36%	35%
Direct to Materials Recovery Facility	14%	14%	14%	18%	16%	12%	31%	26%	18%	19%	17%	14%
Incineration with energy recovery	39%	39%	42%	29%	32%	31%	12%	12%	8%	29%	30%	30%
Incineration without energy recovery	0%	0%	4%	1%	0%	0%	0%	2%	0%	0%	0%	1%
Landfill	0%	0%	0%	12%	14%	17%	21%	29%	43%	10%	12%	16%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Scope (partial waste management)	*19/29*	*17/29*	*6/29*	*8/12*	*6/12*	*6/10*	*33/39*	*33/39*	*32/39*	*60/80*	*56/80*	*44/78*
Scope (total)	*7/29*	*8/29*	*9/29*	*3/12*	*4/12*	*4/10*	*6/39*	*6/39*	*7/39*	*16/80*	*18/80*	*20/78*

Total managed waste percentages are taken from tonnages in Fig 13: EPRA 3.10.

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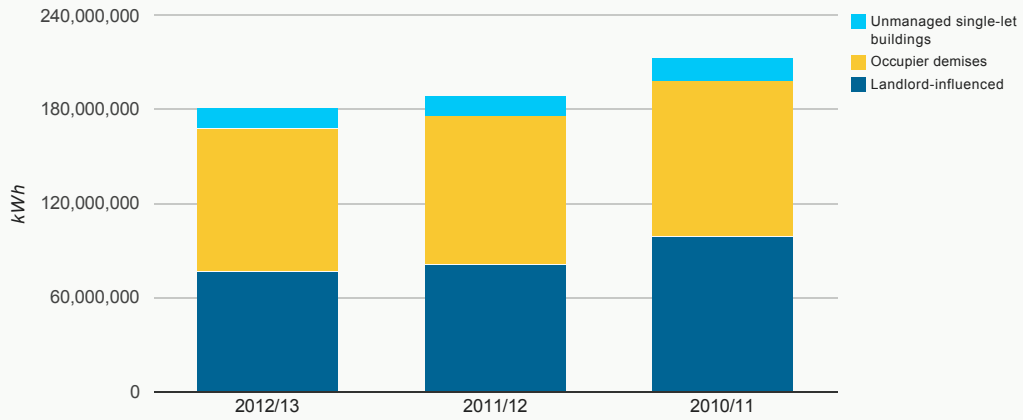
15 Office energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13



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15 Office energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13

	kWh			Tonnes CO_2e			Energy spend (£)			Investment (£)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Managed multi-let sites												
Landlord-influenced												
Common parts	21,830,521	22,971,334	26,874,524	12,757	13,549	15,838	£2,065,167	£2,067,420	£2,262,835	£567,521	£608,525	£424,892
Shared services	54,769,101	58,320,398	71,969,310	23,675	26,633	32,076	£3,958,935	£4,030,340	£4,417,042			
Sub-total	**76,599,622**	**81,291,732**	**98,843,835**	**36,432**	**40,182**	**47,914**	**£6,024,102**	**£6,097,760**	**£6,679,876**	**£567,521**	**£608,525**	**£424,892**
Occupier demises												
British Land space	1,450,269	952,462	1,064,350	692	490	546	106,894	£64,479	£64,664	-	-	-
Broadgate Estates space	604,333	556,098	784,216	356	326	467	54,390	£50,049	£66,031	-	-	-
Direct use in occupier spaces	88,756,063	91,806,132	96,736,084	52,378	54,148	57,002	8,507,921	£8,262,552	£8,145,178	-	-	-
Vacant space	444,830	977,191	344,682	262	576	203	42,081	£87,947	£29,022	-	-	-
Sub-total	**91,255,494**	**94,291,883**	**98,929,333**	**53,688**	**55,540**	**58,219**	**8,711,286**	**£8,465,027**	**£8,304,896**	**£0**	**£0**	**£0**
Total												
Whole building	**167,855,117**	**175,583,615**	**197,773,167**	**90,121**	**95,722**	**106,133**	**£14,735,388**	**£14,562,788**	**£14,984,772**	**£567,521**	**£608,525**	**£424,892**
Scope (managed portfolio)	*32/34*	*29/30*	*28/30*	*32/34*	*29/30*	*28/30*	*32/34*	*29/30*	*28/30*	*32/34*	*29/30*	*28/30*
Unmanaged single-let buildings												
Whole building	**13,669,247**	**13,946,153**	**15,741,728**	**8,403**	**8,420**	**9,606**	**£1,181,118**	**£1,194,952**	**£1,226,988**	**n/r**	**n/r**	**n/r**
Scope (unmanaged buildings)	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*	*1/1*
Overall												
TOTAL	**181,524,364**	**189,529,768**	**213,514,895**	**98,523**	**104,142**	**115,739**	**£15,916,506**	**£15,757,740**	**£16,211,760**	**£567,521**	**£608,525**	**£424,892**

On-site renewables at our offices: this is photovoltaic panels installed at two of our offices (Ropemaker Place, which was sold in March 2013, and 20 Triton Street). We have accounted for this energy in shared services energy use in the building. This renewable energy is not exported to the grid.

Unmanaged single–let building: this is one property where we act as counterparty to the energy contract but have no management control over the property.

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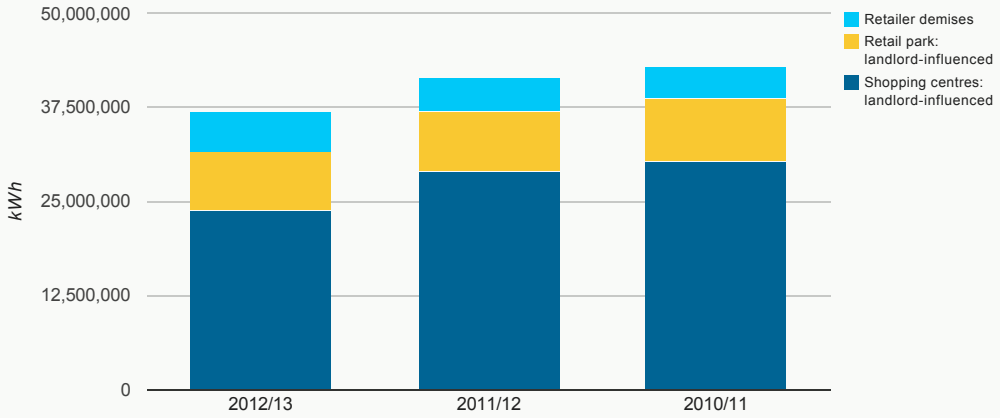
16 Retail energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13



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16 Retail energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26 Assurance excludes costs, investment and savings (£) prior to 2012/13

	kWh			Tonnes CO_2e			Energy spend (£)			Investment (£)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Managed multi-let sites												
Landlord-influenced												
Shopping centres: common parts	23,879,381	28,957,052	30,257,088	12,633	14,933	15,401	£2,064,630	£2,502,860	£2,247,740	£165,690	£258,188	£182,096
Retail parks: common parts	7,724,132	8,012,789	8,412,644	4,170	4,335	4,766	£694,317	£711,897	£643,403			
Sub-total	**31,603,513**	**36,969,842**	**38,669,731**	**16,803**	**19,268**	**20,167**	**£2,758,947**	**£3,214,757**	**£2,891,143**	**£165,690**	**£258,188**	**£182,096**
Scope (managed portfolio)	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*
Retailer demises												
Direct use in retail space (purchased by British Land)	5,367,730	4,384,662	4,244,817	2,109	1,732	1,642	£308,994	£327,551	£248,995	-	-	-
Vacant space	17,417	49,479	243	10	21	-	£1,648	£4,053	£15	-	-	-
Sub-total	**5,385,147**	**4,434,141**	**4,245,060**	**2,119**	**1,753**	**1,642**	**£310,641**	**£331,604**	**£249,010**	**-**	**-**	**-**
Scope (managed portfolio)	*8/8*	*7/7*	*7/7*	*8/8*	*7/7*	*7/7*	*8/8*	*7/7*	*7/7*	*0/8*	*0/7*	*0/7*
Overall												
TOTAL	**36,988,660**	**41,403,983**	**42,914,791**	**18,922**	**21,020**	**21,809**	**£3,069,588**	**£3,546,362**	**£3,140,153**	**£165,690**	**£258,188**	**£182,096**
Scope (managed portfolio)	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*	*77/83*	*75/81*	*75/81*

On-site renewables at our retail parks: this is a wind turbine installation at one property (Giltbrook Retail Park). We have accounted for this energy in common parts energy use in the building.This energy is used on-site and is not exported to the grid.

District heating at our retail parks: this is a geothermal district heating scheme at one property (Udine Retail Park, Italy). This is a district heating scheme, supplying energy for the retail park's common parts, tenanted areas and neighbouring non-British Land buildings.

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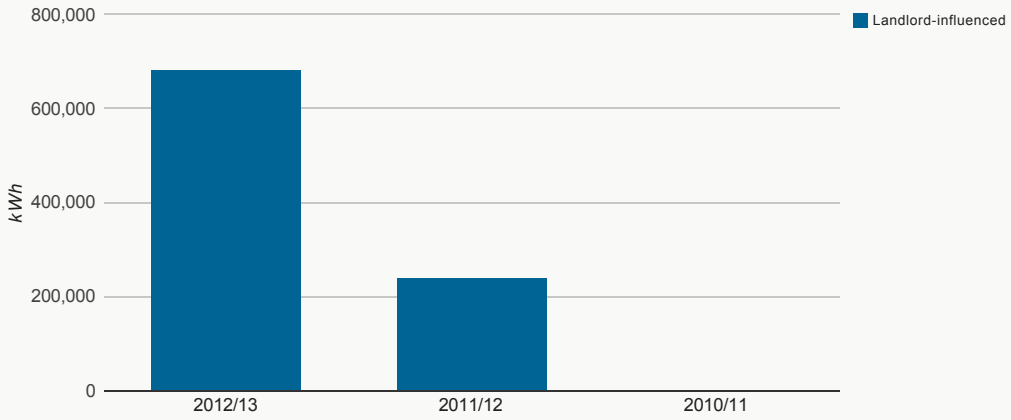
17 Residential energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26



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17 Residential energy use GRI: EC2, EN3, EN4, EN5, EN6, EN26

	kWh			Tonnes CO_2e			Energy spend (£)			Investment (£)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Managed multi-let buildings												
Landlord-influenced												
Common parts	684,251	239,866	n/r	404	142	n/r	£64,730	£21,588	n/r	-	-	-
Scope (managed portfolio)	*313/313*	*307/307*	*0/0*	*313/313*	*307/307*	*0/0*	*313/313*	*307/307*	*0/0*	*0/313*	*307/307*	*0/0*

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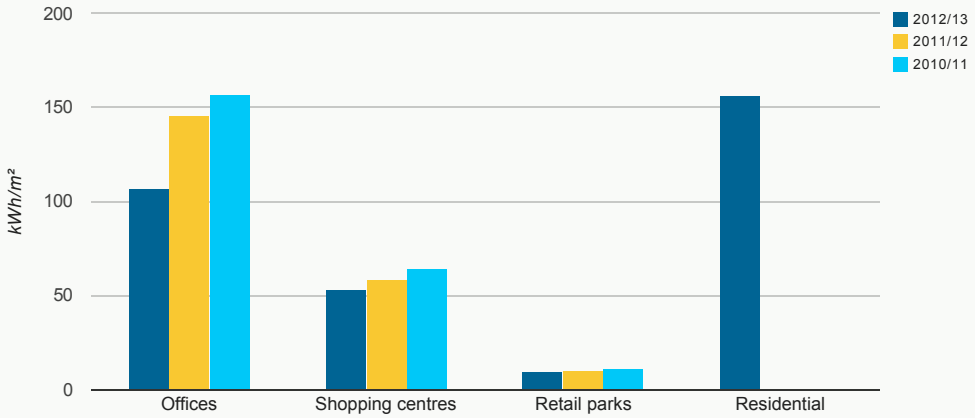
18 EPRA 3.4 Energy intensity – floor area (heating degree day adjusted) GRI: CRE1, EN26 Assurance excludes residential



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18 EPRA 3.4 Energy intensity – floor area (heating degree day adjusted) GRI: CRE1, EN26

Assurance excludes residential

	kWh/m²				kWh			Floor area (m²)		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Landlord influenced area: common parts and shared services	106.97	-32%	145.90	156.95	54,036,542	83,689,571	90,613,661	505,144	573,624	577,346
Direct use in occupier spaces	149.66	-3%	161.23	154.65	75,599,626	92,486,835	89,287,383	505,144	573,624	577,346
Whole building	**256.63**	**-18%**	**307.13**	**311.60**	**129,636,169**	**176,176,406**	**179,901,044**	**505,144**	**573,624**	**577,346**
Scope (managed buildings)	*25/25*		*23/23*	*22/22*	*25/25*	*23/23*	*22/22*	*25/34*	*23/23*	*22/22*
Retail										
Shopping centres: common parts	53.45	-17%	58.93	64.36	19,851,993	29,305,936	29,441,517	371,393	497,297	457,442
Retail parks: common parts	9.92	-8%	10.49	10.82	7,120,942	7,823,966	8,055,705	718,152	745,795	744,266
Scope (managed buildings)	*67/67*		*73/73*	*69/69*	*67/67*	*73/73*	*69/69*	*67/83*	*73/73*	*69/69*
Residential										
Common parts	156.17	-	n/r	n/r	684,251	n/r	n/r	4,381	n/r	n/r
Scope (managed buildings)	*308/308*		*0/0*	*0/0*	*308/308*	*0/0*	*0/0*	*308/308*	*0/0*	*0/0*

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

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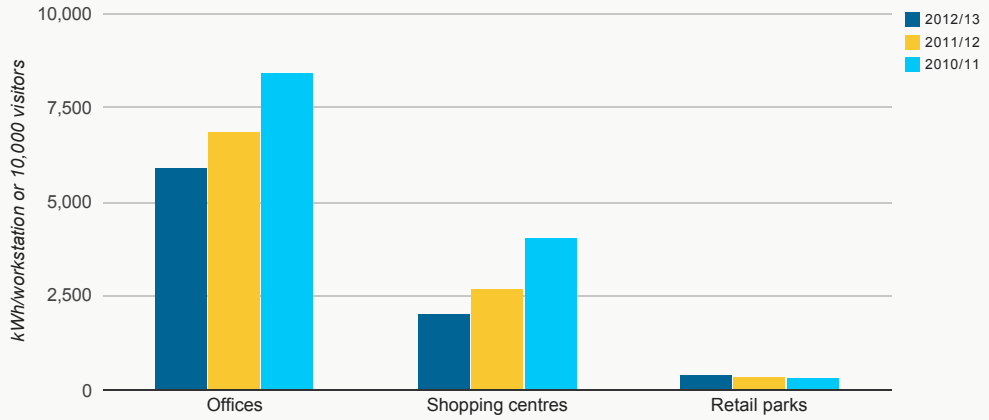
19 Energy intensity – workstations and visitors (heating degree day adjusted) GRI: EN5, EN26



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19 Energy intensity – workstations and visitors (heating degree day adjusted) GRI: EN5, EN26

	kWh/workstation or 10,000 visitors				kWh			Workstations/visitor numbers		
	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices										
Whole building	5,903	-30%	6,868	8,446	129,042,625	173,562,386	151,448,185	21,860	25,272	17,932
Scope (managed portfolio)	*22/22*		*18/18*	*17/17*	*22/22*	*18/18*	*17/17*	*22/22*	*18/18*	*17/17*
Retail										
Shopping centres: common parts	2,050	-50%	2,706	4,061	19,851,993	29,305,936	32,207,483	96,850,318	108,308,460	79,300,026
Retail parks: common parts	415	22%	376	341	6,363,696	6,948,959	5,154,020	153,419,266	184,583,822	151,298,430
Scope (managed portfolio)	*51/51*		*47/47*	*37/37*	*51/51*	*47/47*	*37/37*	*51/51*	*47/47*	*37/37*

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

Total workstations in offices and visitors in retail properties are recorded at a single point in time at the end of the year.

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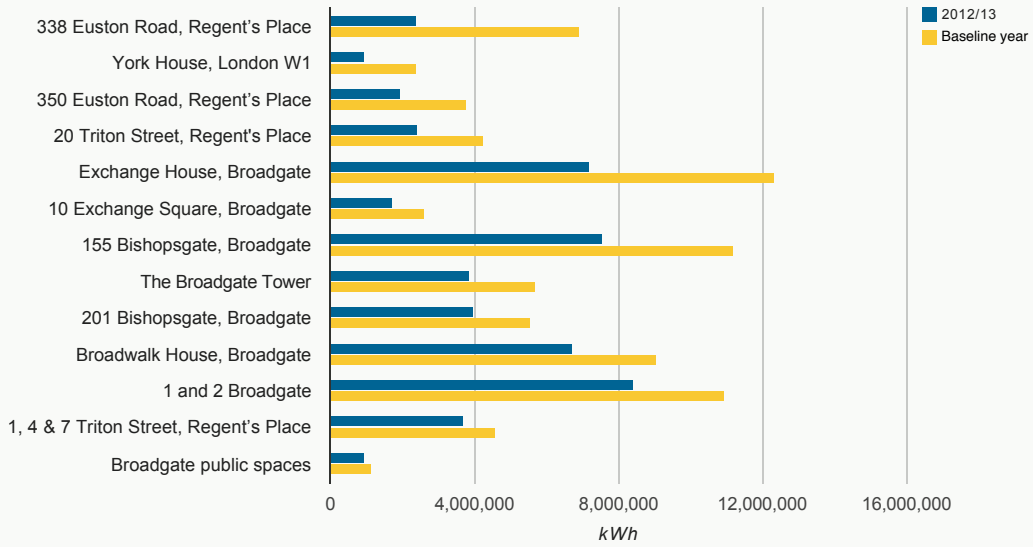
20 Landlord-influenced energy use – by office asset (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26, PR3



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20 Landlord-influenced energy use – by office asset (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26, PR3

	Energy use				Cumulative savings			Cumulative investment
	2012/13 (kWh)	Change baseline year to 2012/13	Baseline year (kWh)	Baseline year (year)	kWh	Tonnes CO_2e	Costs (£)	Investment (£)
338 Euston Road, Regent's Place	2,362,716	-66%	6,931,639	2008/9	13,753,230	4,984	£616,128	£400
York House, London W1	950,552	-60%	2,377,970	2008/9	4,493,195	1,845	£236,250	£9,743
350 Euston Road, Regent's Place	1,937,647	-49%	3,766,954	2008/9	2,219,344	1,018	£118,806	£63,938
20 Triton Street, Regent's Place	2,402,522	-43%	4,240,446	2010/11	2,386,301	560	£68,061	£11,568
Exchange House, Broadgate	7,196,938	-42%	12,313,466	2008/9	8,663,514	3,907	£459,718	£190,423
10 Exchange Square, Broadgate	1,699,778	-35%	2,619,414	2008/9	1,891,251	1,216	£164,909	£25,228
155 Bishopsgate, Broadgate	7,533,073	-33%	11,170,465	2008/9	7,526,047	4,446	£562,113	£62,269
The Broadgate Tower	3,845,598	-32%	5,656,365	2009/10	3,223,767	1,971	£288,406	£76,477
201 Bishopsgate, Broadgate	3,955,451	-29%	5,567,602	2009/10	3,219,429	1,940	£283,488	£55,330
Broadwalk House, Broadgate	6,737,050	-26%	9,049,352	2008/9	3,459,817	2,453	£320,375	£144,971
1 and 2 Broadgate	8,392,511	-23%	10,924,182	2009/10	3,963,213	1,981	£266,443	£32,702
1, 4 & 7 Triton Street, Regent's Place	3,674,853	-20%	4,576,235	2008/9	1,167,702	882	£86,575	£277,047
Broadgate public spaces	938,635	-18%	1,140,924	2008/9	629,636	466	£59,603	£30,000
Scope (managed portfolio)	*13/13*							

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

For savings and investment data, download our Excel Data files and refer to the Extra data worksheet:

1. Cumulative savings are calculated to show accumulated kWh, financial and tonnes of CO_2e, savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting period up to the current reporting year.

2. Cumulative financial savings include savings associated with reduced CRC payments resulting from any reduction in carbon emissions.

3. Cumulative investment is calculated to show accumulated financial investment for the previous two years (data not available on a property by property basis prior to 2011/12). Cumulative investment is the sum of investment from 2011/12 and 2012/13.

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21 Landlord-influenced energy use – by retail asset (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26, PR3

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21 Landlord-influenced energy use – by retail asset (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26, PR3

	Energy use				Cumulative savings			Cumulative investment
	2012/13	Change baseline year to 2012/13	Baseline year (kWh)	Baseline year (year)	kWh	Tonnes CO_2e	Costs (£)	Investment (£)
Eastgate Shopping Centre, Basildon	2,409,675	-62%	6,408,376	2008/9	13,651,869	6,325	£871,179	£33,081
Udine Retail Park, Italy	593,673	-47%	1,115,273	2008/9	1,686,771	684	£151,181	-
Glasgow Fort Shopping Park	371,271	-46%	689,765	2008/9	811,904	617	£71,126	-
St Stephen's Shopping Centre, Hull	1,183,015	-43%	2,085,141	2009/10	1,698,587	916	£138,861	£17,972
Fort Kinnaird Shopping Park, Edinburgh	333,832	-38%	542,610	2008/9	738,052	472	£66,020	-
Meadowhall Shopping Centre, Sheffield	8,605,498	-36%	13,370,081	2008/9	14,503,763	8,640	£1,161,484	£208,198
Teesside Shopping Park, Stockton-on-Tees	528,128	-22%	680,508	2008/9	584,420	402	£50,236	-
Surrey Quays Shopping Centre, London	986,456	-22%	1,270,215	2010/11	445,798	245	£38,926	£2,000
Serpentine Green, Peterborough	1,539,124	-15%	1,819,432	2010/11	456,668	305	£50,640	£11,493
Giltbrook Retail Park, Nottingham	467,690	-6%	497,975	2009/10	-16,983	0.25	-£508	£2,200
Drake Circus Shopping Centre, Plymouth	2,116,152	-5%	2,236,052	2011/12	119,900	51	£8,270	£2,500
Puerto Venecia Retail Park, Zaragoza, Spain	617,011	-2%	631,825	2009/10	186,887	80	£18,566	£3,200
New Mersey Shopping Park, Speke	293,007	-1%	295,577	2008/9	295,404	199	£26,099	-
Green Lanes Shopping Centre, Barnstable	588,239	6%	555,114	2011/12	-33,124	-19	-£3,328	-
Nassica Retail Park, Madrid, Spain	1,672,562	16%	1,444,873	2008/9	-1,624,325	-698	-£134,248	£9,470
Shandwick Square Shopping Centre, Glasgow	434,107	61%	268,836	2008/9	-497,423	-270	-£40,074	-
Chester Broughton Shopping Park	314,565	67%	188,534	2008/9	-199,090	-110	-£20,715	£300
Scope (managed portfolio)	*17/17*							

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

For Savings and investment data, download our Excel Data files and refer to the Extra data worksheet:

1. Cumulative savings are calculated to show accumulated kWh, financial and tonnes of CO_2e, savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting period up to the current reporting year.

2. Cumulative financial savings include savings associated with reduced CRC payments resulting from any reduction in carbon emissions.

3. Cumulative investment is calculated to show accumulated financial investment for the previous two years (data not available on a property by property basis prior to 2011/12). Cumulative investment is the sum of investment from 2011/12 and 2012/13.

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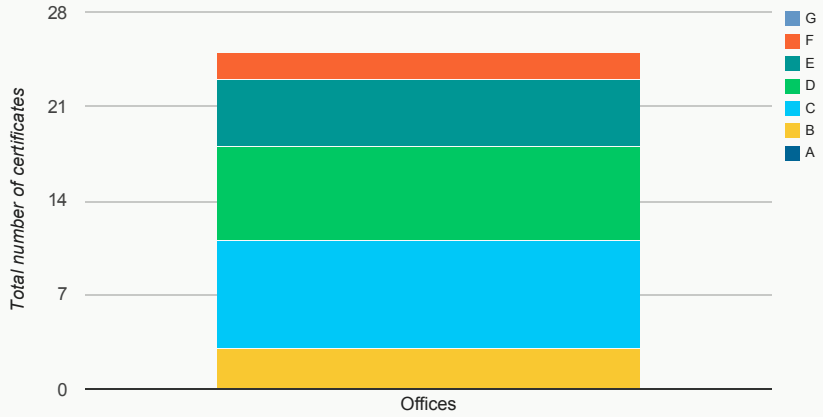
22 Energy Performance Certificate ratings – whole buildings* GRI: CRE8



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22 Energy Performance Certificate ratings – whole buildings* GRI: CRE8

	A	B	C	D	E	F	G
Offices							
England and Wales	0	3	8	7	5	2	0
Scotland	0	0	0	0	0	0	0
Total	**0**	**3**	**8**	**7**	**5**	**2**	**0**
Percentage (%)	**0%**	**10%**	**29%**	**29%**	**23%**	**10%**	**0%**
Scope	*0/29*	*3/29*	*8/29*	*8/29*	*5/29*	*2/29*	*0/29*

Includes both managed and unmanaged properties.

Offices ancillary to retail uses are excluded and recorded at an occupier level only.

Scotland and England are listed separately as each country calculates ratings differently.

No certificates held for Continental European properties during the reporting period.

Residential ratings are not reported.

*No certificates held for retail at a property level, as we record these at occupier level only.

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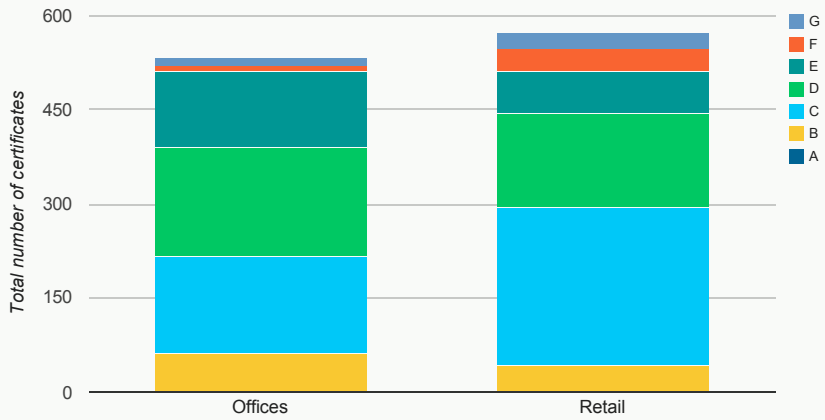
23 Energy Performance Certificate ratings – occupier demises GRI: CRE8



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23 Energy Performance Certificate ratings – occupier demises GRI: CRE8

	A	B	C	D	E	F	G
Offices							
England and Wales	0	62	154	175	119	10	0
Scotland	-	-	-	-	-	-	13
Total	**0**	**62**	**154**	**175**	**119**	**10**	**13**
Percentage (%)	**0%**	**12%**	**29%**	**33%**	**22%**	**2%**	**2%**
Scope	*0/562*	*62/562*	*154/562*	*171/562*	*119/562*	*10/562*	*13/562*
Retail							
England and Wales	0	43	251	147	66	32	20
Scotland	0	0	0	3	0	5	6
France	-	-	-	-	-	-	-
Italy	-	-	-	-	-	-	-
Portugal	-	-	-	-	-	-	-
Spain	-	-	-	-	-	-	-
Total	**0**	**43**	**251**	**150**	**66**	**37**	**26**
Percentage (%)	**0%**	**8%**	**44%**	**26%**	**12%**	**6%**	**5%**
Scope	*0/2678*	*43/2678*	*251/2678*	*150/2678*	*66/2678*	*37/2678*	*26/2678*

All properties owned or sold holding Energy Performance Certificate ratings, excluding residential properties.

Any newly vacant/leased area/unit holding an Energy Performance Certificate rating.

Includes both managed and unmanaged properties.

Retail properties include shopping centres, retail parks and offices ancillary to retail.

Scotland and England are listed separately as each country calculates ratings differently.

No certificates held for Continental European properties during the reporting period.

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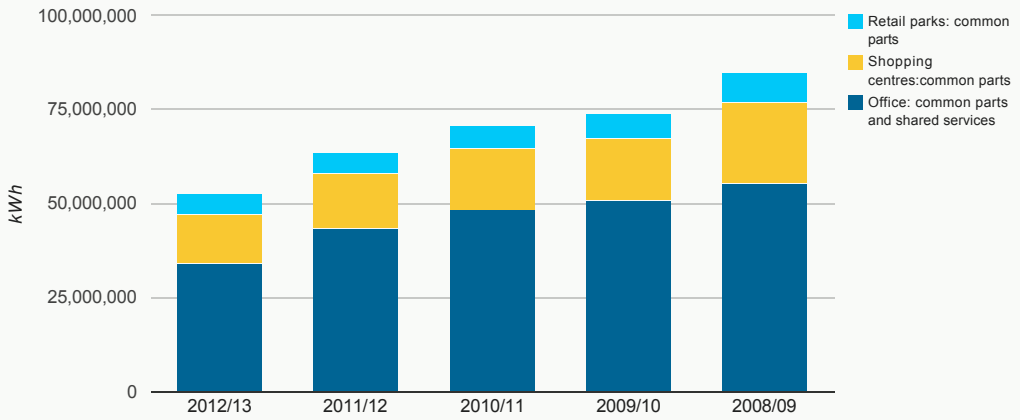
24 Landlord-influenced like-for-like energy use (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26 INDEPENDENTLY ASSURED

Assurance excludes costs prior to 2012/13 and cumulative investments and savings



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24 Landlord-influenced like-for-like energy use (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26

Assurance excludes costs prior to 2012/13 and cumulative investments and savings

	Energy use kWh						Cumulative savings kWh	Cumulative savings Tonnes CO_2e	Cumulative savings £	Cumulative Investment £ Investment
	2012/13	Change 2008/09 to 2012/13	2011/12	2010/11	2009/10	2008/09	Over the last four years			Over the last two years
Offices										
Landlord-influenced	34,053,907	-38%	43,457,132	48,492,354	50,995,207	55,289,958	44,161,232	21,427	£2,701,915	£818,381
Scope (managed portfolio)	*12/12*	-	*12/12*	*12/12*	*12/12*	*12/12*	-	-	-	-
Retail										
Shopping centres: common parts	13,165,737	-39%	14,379,560	16,101,021	16,332,356	21,492,165	25,989,988	14,045	£1,885,666	£250,749
Retail parks: common parts	5,554,211	-29%	5,817,917	6,166,582	6,556,174	7,859,776	7,344,220	4,174	£655,189	£61,278
Scope (managed portfolio)	*50/50*	-	*50/50*	*50/50*	*50/50*	*50/50*	-	-	-	-
All property types										
TOTAL	**52,773,855**	-38%	**63,654,608**	**70,759,957**	**73,883,736**	**84,641,899**	**77,495,440**	**39,646**	**£5,242,771**	**£1,130,408**
Scope (managed portfolio)	*62/62*	-	*62/62*	*62/62*	*62/62*	*62/62*	-	-	-	-

Residential properties are excluded.

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

Geothermal energy use - 2008/09 common parts geothermal energy use has been estimated using pro-rated use for 2009/10.

For savings and investment data, download our Excel Data files and refer to the Extra data worksheet:

1. Cumulative savings are calculated to show accumulated kWh, financial and tonnes of CO_2e, savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting period up to the current reporting year.

2. Cumulative financial savings include savings associated with reduced CRC payments resulting from any reduction in carbon emissions.

3. Cumulative investment is calculated to show accumulated financial investment for the previous two years (data not available on a property by property basis prior to 2011/12). Cumulative investment is the sum of investment from 2011/12 and 2012/13.

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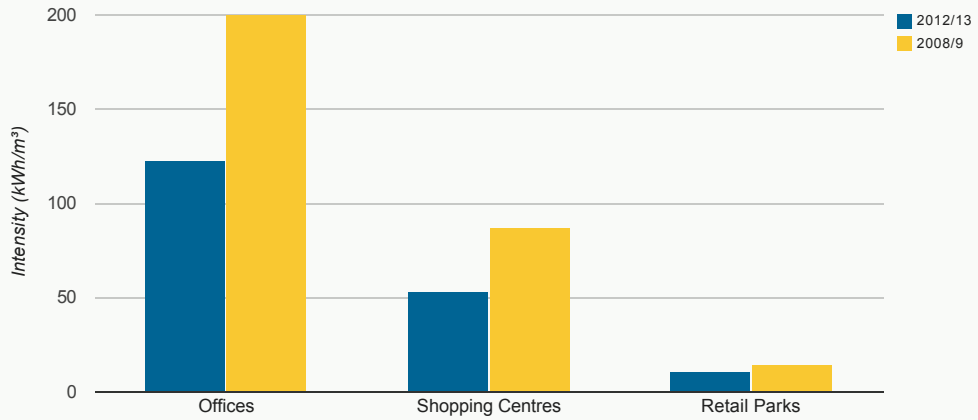
25 Landlord-influenced like-for-like energy intensity – floor area (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26



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25 Landlord-influenced like-for-like energy intensity – floor area (heating degree day adjusted) GRI: EN3, EN4, EN5, EN6, EN7, EN26

	Intensity (kWh/m²)			Energy (kWh)		Floor area (m²)	
	2012/13	Change 2008/9 to 2012/13	2008/9	2012/13	2008/9	2012/13	2008/9
Offices							
Landlord-influenced	122.98	-38%	199.67	34,053,907	55,289,958	276,910	276,910
Scope (managed portfolio)	*12/12*		*12/12*	*12/12*	*12/12*	*12/12*	*12/12*
Retail							
Shopping centres: common parts	53.08	-39%	87.16	13,165,737	21,492,165	248,048	246,583
Retail parks: common parts	10.24	-29%	14.42	5,554,211	7,859,776	542,272	545,234
Scope (managed portfolio)	*50/50*		*50/50*	*50/50*	*50/50*	*50/50*	*50/50*

Residential properties are excluded.

Gas kWh has been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

Geothermal energy use - 2008/09 common parts geothermal energy use has been estimated applying the pro-rated use for common parts in 2009/10.

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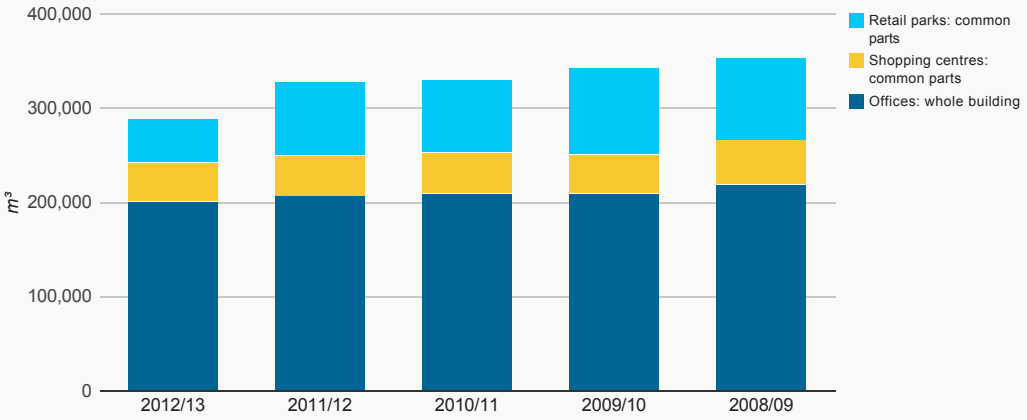
26 Like-for-like water use GRI: EN8, EN10, EN26 Assurance excludes costs prior to 2012/13 and cumulative investments and savings



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26 Like-for-like water use GRI: EN8, EN10, EN26 Assurance excludes costs prior to 2012/13 and cumulative investments and savings

	Water use						Cumulative savings		Cumulative investment
	m³						m³	Costs (£)	Investment (£)
	2012/13	Change 2008/09 to 2012/13	2011/12	2010/11	2009/10	2008/09	Over the last four years		Over the last two years
Offices									
Whole building	200,494	-8%	207,108	209,201	210,309	218,404	46,506	£56,239	£24,347
Scope (managed portfolio)	*12/12*		*12/12*	*12/12*	*12/12*	*12/12*			
Retail									
Shopping centres: common parts	41,920	-12%	42,091	44,272	41,572	47,655	20,763	£25,247	£3,416
Retail parks: common parts	46,550	-47%	79,084	76,203	92,160	87,443	55,777	£67,012	£7,126
Scope (managed portfolio)	*16/16*		*16/16*	*16/16*	*16/16*	*16/16*			
All property types									
TOTAL	**288,964**	**-18%**	**328,283**	**329,676**	**344,040**	**353,502**	**123,046**	**£148,499**	**£34,888**
Scope (managed portfolio)	*28/28*		*28/28*	*28/28*	*28/28*	*28/28*			

Residential properties are excluded.

For Savings and investment data, download our Excel Data files and refer to the Extra data worksheet:

1. Cumulative savings are calculated to show accumulated m^3 and financial savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting period up to the current reporting year.

2. Cumulative investment is calculated to show accumulated financial investment for the previous two years (data not available on a property by property basis prior to 2011/12). Cumulative investment is the sum of investment from 2011/12 and 2012/13.

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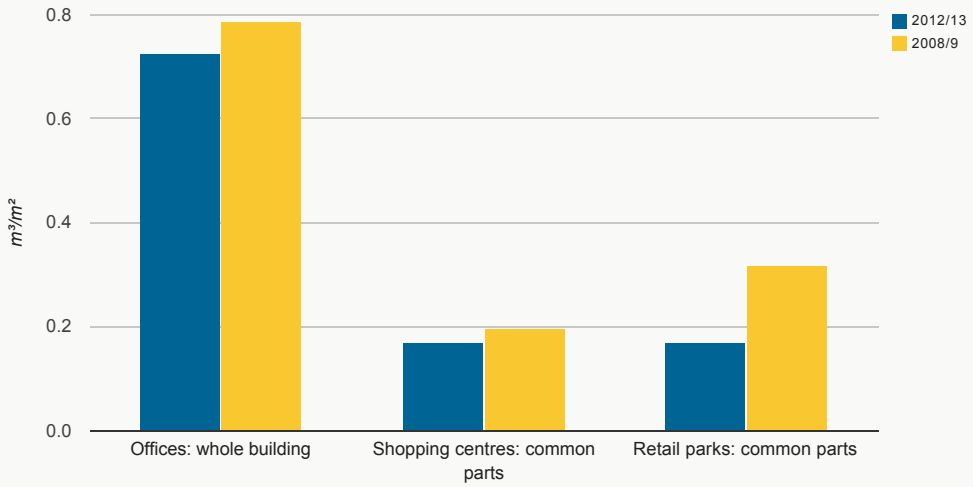
27 Like-for-like water intensity – floor area GRI: CRE2, EN26



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27 Like-for-like water intensity – floor area GRI: CRE2, EN26

	Intensity (m^3/m^2)			Water (m^3)		Floor area (m^2)	
	2012/13	Change 2008/09 to 2012/13	2008/9	2012/13	2008/9	2012/13	2008/9
Offices							
Whole building	0.72	-8%	0.79	200,494	218,404	276,910	277,891
Scope	*12/12*		*12/12*	*12/12*	*12/12*	*12/12*	*12/12*
Retail							
Shopping centres: common parts	0.17	-14%	0.20	41,920	47,655	248,048	241,579
Retail parks: common parts	0.17	-47%	0.32	46,550	87,443	274,591	275,200
Scope	*16/16*		*16/16*	*16/16*	*16/16*	*16/16*	*16/16*

Residential properties are excluded.

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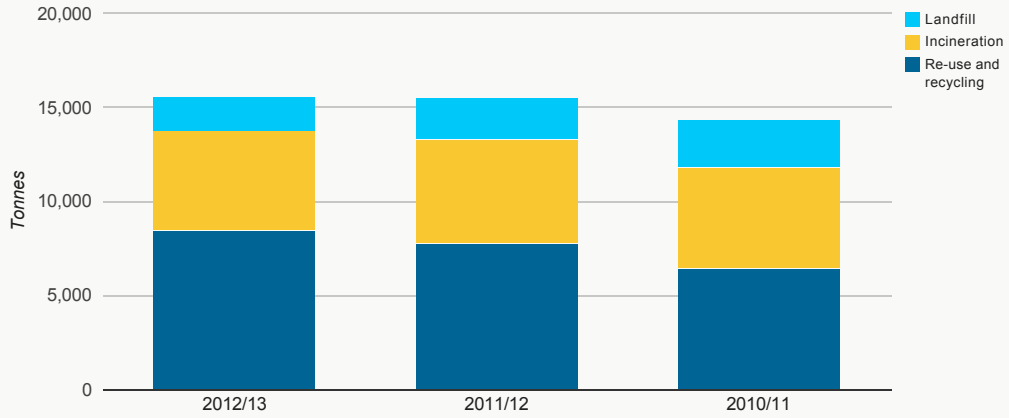
28 Like-for-like waste management – by weight GRI: EN26



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28 Like-for-like waste management – by weight GRI: EN26

	Non-hazardous managed waste											
	Offices (tonnes)			Shopping centres (tonnes)			Retail parks (tonnes)			TOTAL (tonnes)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Re-use	-	-	-	-	-	-	-	-	-	-	-	-
Composting	354	283	153	468	257	231	123	46	10	945	586	395
Recycling	2,057	2,525	1,888	3,793	3,368	3,030	1,674	1,309	1,138	7,524	7,202	6,056
Incineration with energy recovery	1,699	1,871	1,814	2,935	2,887	3,006	562	542	331	5,196	5,300	5,152
Incineration without energy recovery	7	50	188	35	42	9	70	115	11	112	207	208
Landfill	3	-	1	1,028	1,208	1,353	797	1,004	1,188	1,829	2,211	2,543
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	**4,120**	**4,729**	**4,045**	**8,259**	**7,761**	**7,630**	**3,226**	**3,015**	**2,678**	**15,605**	**15,505**	**14,354**
Scope (partial waste management)	*14/14*	*12/12*	*14/14*	*6/6*	*6/6*	*6/6*	*29/29*	*29/29*	*29/29*	*49/49*	*47/47*	*49/49*
Scope (total)	*4/4*	*6/6*	*4/4*	*3/3*	*3/3*	*3/3*	*2/2*	*2/2*	*2/2*	*9/9*	*11/11*	*9/9*

Baseline year is 2010/11.

For savings and investment data, download our Excel Data files and refer to the Extra data worksheet:

1. Landfill tax savings calculated for waste reused, composted, recycled and waste sent directly to MRF.

2. Where waste was sent to MRFs, the performance of these facilities has been reported. This performance data has been applied to the total volume of waste sent to an MRF and factored into waste performance numbers – see Reporting Criteria.

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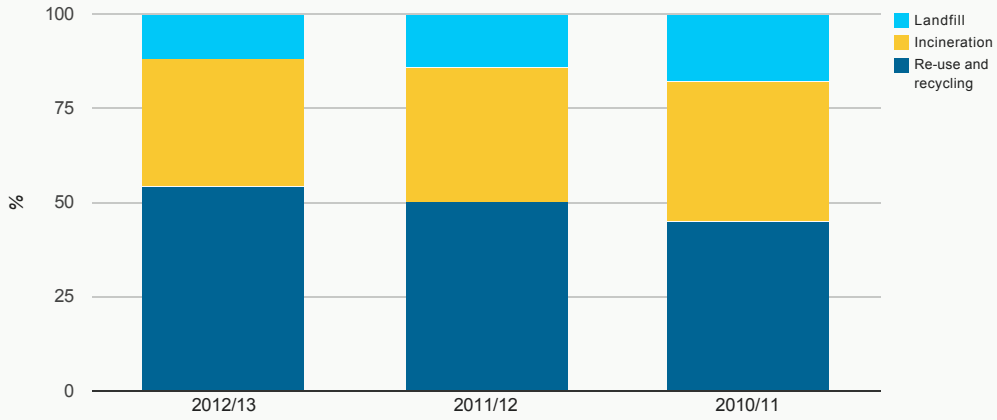
29 Like-for-like waste management – by proportion GRI: EN26



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29 Like-for-like waste management – by proportion GRI: EN26

	Non-hazardous managed waste											
	Offices (%)			Shopping centres (%)			Retail parks (%)			TOTAL (%)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	9%	6%	4%	6%	3%	3%	4%	2%	0%	6%	4%	3%
Recycling	50%	53%	47%	46%	43%	40%	52%	43%	42%	48%	46%	42%
Incineration with energy recovery	41%	40%	45%	36%	37%	39%	17%	18%	12%	33%	34%	36%
Incineration without energy recovery	0%	1%	5%	0%	1%	0%	2%	4%	0%	1%	1%	1%
Landfill	0%	0%	0%	12%	16%	18%	25%	33%	44%	12%	14%	18%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	100%	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Scope (partial waste management)	*14/14*	*12/12*	*14/14*	*6/6*	*6/6*	*6/6*	*29/29*	*29/29*	*29/29*	*49/49*	*47/47*	*49/49*
Scope (total)	*4/4*	*6/6*	*4/4*	*3/3*	*3/3*	*3/3*	*2/2*	*2/2*	*2/2*	*9/9*	*11/11*	*9/9*

Baseline year is 2010/11.

Volumes of waste reported in 'Like-for-like waste management – by weight' expressed as % of total managed waste.

Where waste was sent to MRFs, the performance of these facilities has been reported. This performance data has been applied to the total volume of waste sent to an MRF and factored into waste performance numbers – see Reporting Criteria.

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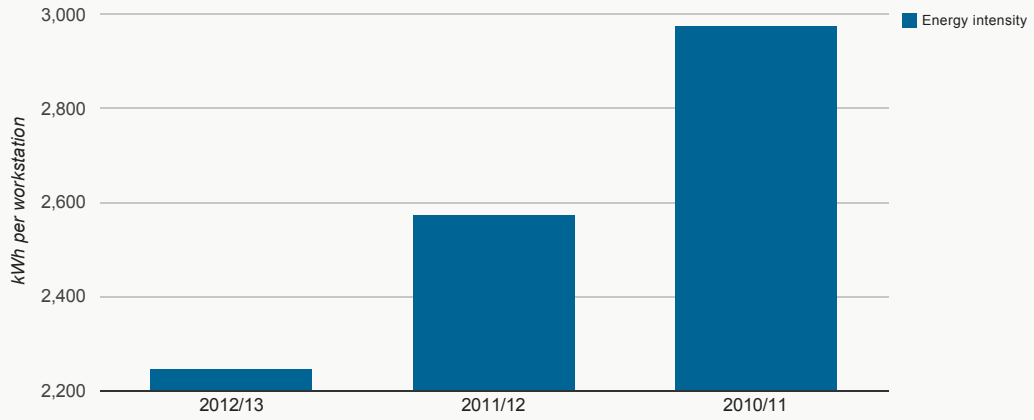
30 Head Office energy use and intensity GRI: EN3, EN4, CRE1, EN26



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30 Head Office energy use and intensity GRI: EN3, EN4, CRE1, EN26

	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11
Energy use (kWh)	575,349	-8%	574,315	622,180
Energy intensity (kWh per m²)	154.33	-8%	154.05	166.89
Energy intensity (kWh per workstation)	2,247	-25%	2,575	2,977

Includes only direct energy use in British Land's own occupied space.

Workstations actively used at Head Office at year end (256 in 2012/13, 223 in 2011/12, 209 in 2010/11).

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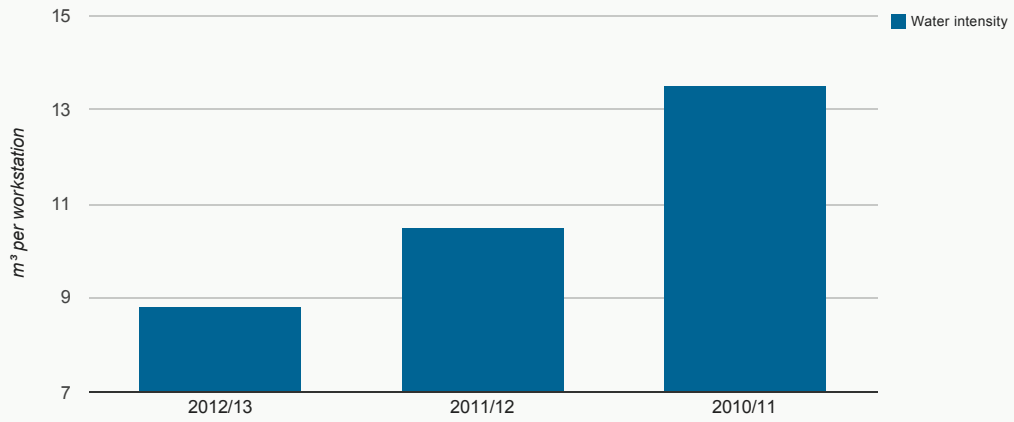
31 Head Office water use and intensity GRI: CRE2, EN26



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31 Head Office water use and intensity GRI: CRE2, EN26

	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11
Water use (m³)	2,253	-20%	2,342	2,827
Water intensity (m³ per m²)	0.60	-20%	0.63	0.76
Water intensity (m³ per workstation)	8.80	-35%	10.50	13.53

Includes only water directly consumed in British Land's own occupied space at York House.

Workstations actively used at Head Office at year end (256 in 2012/13, 223 in 2011/12, 209 in 2010/11).

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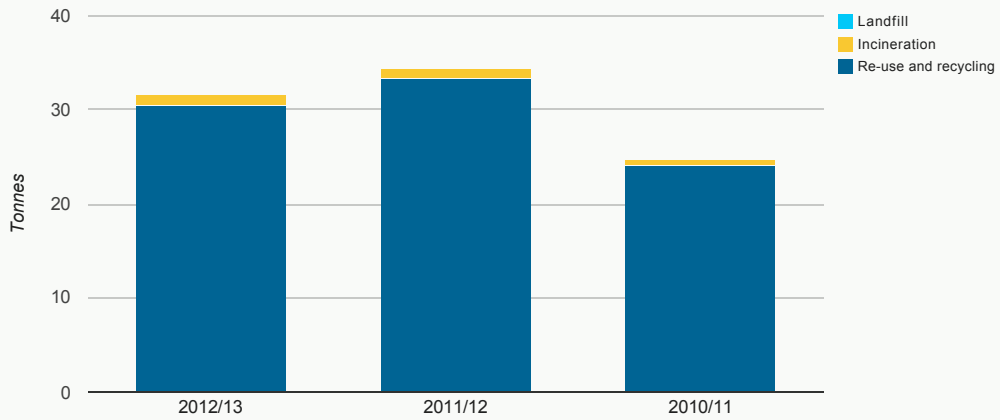
32 Head Office waste management and intensity GRI: EN8, EN26



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32 Head Office waste management and intensity GRI: EN8, EN26

	Waste (tonnes)						Waste intensity (kg per workstation)		
	Total	% of Total	Total	% of Total	Total	% of Total			
	2012/13		2011/12		2010/11		2012/13	2011/12	2010/11
Re-use	-	0%	-	0%	-	0%	-	-	-
Composting	3.62	11%	3.12	9%	2.93	12%	14.13	12.19	11.45
Recycling	26.84	85%	30.21	88%	21.20	86%	104.83	118.01	82.80
Incineration with energy recovery	1.16	4%	0.97	3%	0.53	2%	4.51	3.79	2.06
Incineration without energy recovery	-	0%	-	0%	-	0%	-	-	-
Landfill	-	0%	-	0%	-	0%	-	-	-
Other	-	0%	-	0%	-	0%	-	-	-
Total	**31.61**	**100%**	**34.30**	**100%**	**24.65**	**100%**	**123.47**	**133.99**	**96.30**

Includes only waste generated directly by British Land at York House.

Workstations actively used at Head Office at year end (256 in 2012/13, 223 in 2011/12, 209 in 2010/11).

Where waste was sent to MRFs, the performance of these facilities has been reported. This performance data has been applied to the total volume of waste sent to an MRF and factored into waste performance numbers – see Reporting Criteria.

PERFORMANCE DATA
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30-33: HEAD OFFICE

MANAGING BUILDINGS EFFICIENTLY
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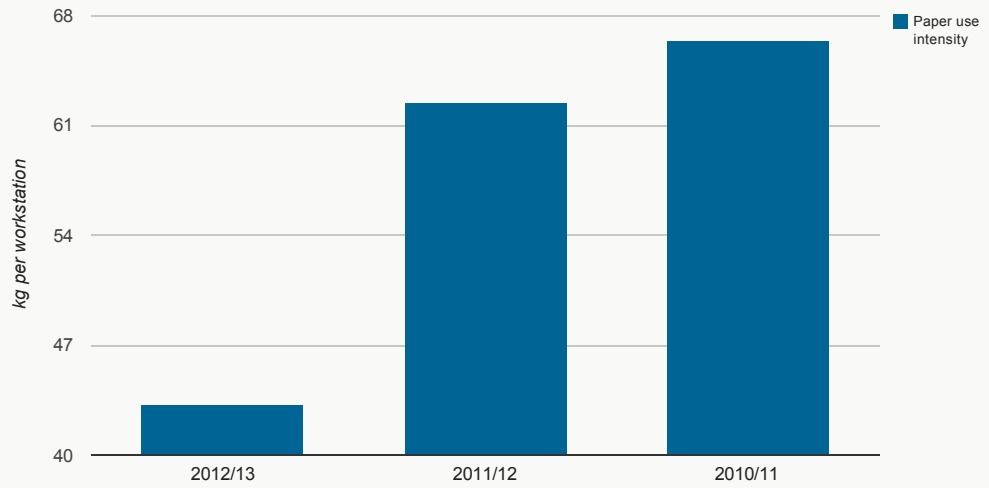
87-88: Customer satisfaction
89: Customer satisfaction in new buildings

33 Head Office paper use and intensity GRI: EN1, EN2, EN26



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33 Head Office paper use and intensity GRI: EN1, EN2, EN26

	2012/13	Change 2010/11 to 2012/13	2011/12	2010/11
Paper use (kg)	11,069	-20%	13,932	13,877
Paper use intensity (kg per workstation)	43.24	-35%	62.48	66.40

Paper products used at Head Office include all stationery ordered through our supplier and all paper based products supplied by our cleaning contractors.

Workstations actively used at Head Office at year end (256 in 2012/13, 223 in 2011/12, 209 in 2010/11).

Weight of paper-based products supplied by our cleaning contractors is estimated based on the weight of a single unit and number of units supplied

PERFORMANCE DATA
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34: BIODIVERSITY

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34 Biodiversity – managed portfolio GRI: EN12, EN13, EN14

	2012/13	2011/12	2010/11
Percentage of managed portfolio with property-specific Biodiversity Action Plan	6%	11%	33%
Percentage of managed portfolio with generic Biodiversity Action Plan	n/r	n/r	1%
Size of habitats protected or restored across the managed portfolio (m²)	0	73,342	n/r
Scope (managed portfolio)	118	n/r	n/r

UK and Continental European managed property portfolio.

Site-specific Biodiversity Action Plans (BAPs) refer to sites that have a BAP in place and where site-specific biodiversity actions are listed in Environmental Action Plans.

Generic plan refers to a generic biodiversity plan that can be applied to a variety of sites.

BAP data is based on information reported by managing agents using Credit 360.

Size of habitats is calculated through a review of asset management initiatives and biodiversity-specific community-spend. It includes habitats located adjacent to our properties and habitats restored through funds obtained in partnership with other organisations.

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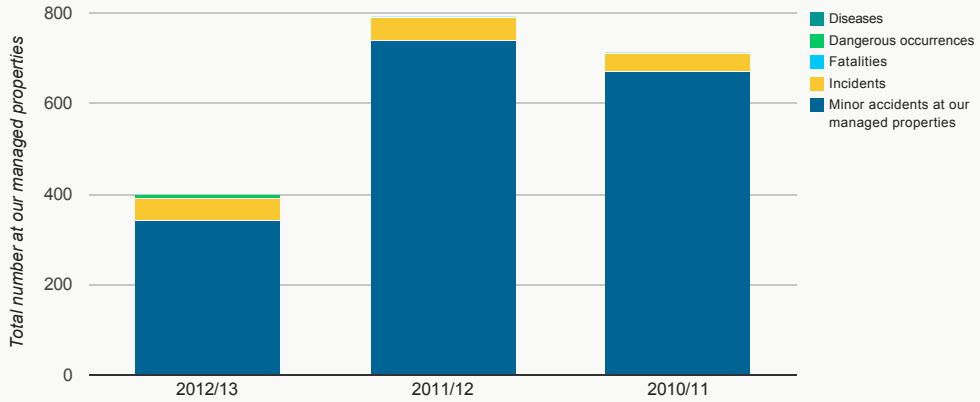
35 Health and safety – managed properties GRI: LA7



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35 Health and safety – managed properties GRI: LA7

	Reportable fatal, non-fatal lost day or RIDDOR accidents at our managed properties												Minor accidents at our managed properties		
	2012/13				2011/12				2010/11				2012/13	2011/12	2010/11
	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurences			
Offices	0	7	0	0	0	13	0	0	0	15	0	0	31	232	245
Retail	0	39	0	10	2	39	0	0	0	24	0	1	310	508	427
Residential	0	1	0	0	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	1	n/r	n/r
Total	**0**	**47**	**0**	**10**	**2**	**52**	**0**	**0**	**0**	**39**	**0**	**1**	**342**	**740**	**672**
Scope	*190/190*	*190/190*	*190/190*	*190/190*									*190/190*		

British Land and its managing agents are required to report all fatalities and major injuries that occur to anyone (including visitors) in the common parts and the vacant space of its multi-let properties to the Health and Safety Executive (HSE) or the relevant local authority. This requirement is set out under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). A major injury is defined as a fracture, amputation, loss of sight or major burn which results in hospitalisation. Accidents or incidents that result in an employee being unable to work for more than seven days are also reportable under the RIDDOR regulations.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations does not apply in the EU outside the UK. For our own management practices however we require our Continental European sites to report all accident and incidents which occur only to those site staff or contractors working on British Land's behalf. We do not extend this reporting requirement to visitors or occupiers' employees on site.

Reporting of ill health is not required under the RIDDOR regulations unless it is caused by the person's work activity.

The RIDDOR regulations require that a minor injury is reported by the managing agent to the landlord. Minor injuries need not be reported to the HSE or a relevant local authority.

Accident and incident data is collected from managing agents via the HSSmart® system. This system is managed by Ark Workplace Risk Ltd.

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87-88: Customer satisfaction
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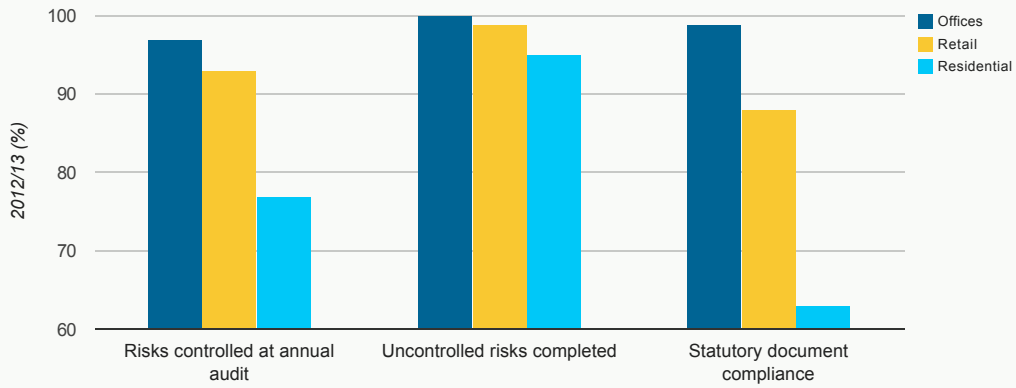
36 Health and safety compliance GRI: PR2



PERFORMANCE DATA
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35-36: HEALTH AND SAFETY

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CUSTOMER SATISFACTION
87-88: Customer satisfaction
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36 Health and safety compliance GRI: PR2

	Risks controlled at annual audit			Uncontrolled risks completed			Statutory document compliance		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Offices	97%	95%	96%	100%	99%	96%	99%	98%	97%
Retail	93%	93%	86%	99%	99%	96%	88%	87%	93%
Residential	77%	n/r	n/r	95%	n/r	n/r	63%	n/r	n/r
Scope	*190/190*			*190/190*			*190/190*		

We use three key management metrics to monitor the management of health and safety by our managing agents on site:

- Once annually, Ark Workplace Risk visits each property and undertakes a health and safety risk assessment audit. This identifies health and safety risks which exist in the common parts and vacant space of each multi-let property. Once risks are identified, the assessor from Ark Workplace Risk will consider whether the risk is deemed to be "under control" or "requires action". We target our site management to ensure that 90% of all risks are deemed to be "under control" (80% for residential) at the time of the annual assessment.
- We monitor the time it takes for managing agents to complete all actions required to convert a risk which "requires action" to a risk which is "under control." For intolerable risks, we require the action to be completed within five working days, for substantial risks we require the action to be completed within one month and for moderate risks we require the action to be completed within three months.
- We require all documents required by statute, as well as our own defined list of additional documents, to be available on site and to be valid. This includes, for example, lift inspection reports and legionella risk assessments. We expect all documents to be available and we give managing agents one month to renew those documents which are no longer valid.

This health and safety data applies to the common parts and vacant space at all of our multi-let properties where British Land has responsibility to manage.

This does not apply to space occupied and managed directly by occupiers (i.e. their own demises) and does not apply to properties where there is a fully repairing and insuring obligation on the occupier.

Ark Workplace Risk Ltd undertakes annual risk assessment audits at all multi-let properties under British Land's management responsibility. Where a new property is acquired by British Land and British Land has the responsibility to manage the property, a risk assessment audit is undertaken within two weeks. This risk assessment is based on the HSE's five Steps approach and adopts the scoring methodology of PAS 79 and other guidance issued by the BSI.

PERFORMANCE DATA
MANAGING BUILDINGS EFFICIENTLY
37: ENVIRONMENTAL COMPLIANCE

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CUSTOMER SATISFACTION
87-88: Customer satisfaction
89: Customer satisfaction in new buildings

37 Environmental compliance GRI: EN28, PR3, PR9

	2012/13	2011/12	2010/11
Environmental non-compliance events	0	0	0
Environmental non-compliance costs	£0	£0	£0
Scope (managed portfolio)	*313/313*	*418/418*	*111/111*

PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS

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Buildings that are efficient, sustainable and meet business needs have a competitive advantage, giving occupiers tangible cost savings and building corporate reputations. In our experience, this means they let more quickly and hold long-term value better.

SUSTAINABLE DESIGN

100% BREEAM Excellent sustainability ratings for all office developments

100% BREEAM Excellent or Very Good sustainability ratings for all major retail developments

4.9m 4.9 million sq ft of space certified BREEAM Excellent over the last four years

27% 27% more carbon efficient design than relevant Building Regulations

95% 95% of waste on our developments diverted from landfill

724,561 724,561 tonnes of waste diverted from landfill over the last three years

PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
38: SUSTAINABILITY RATINGS

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CUSTOMER SATISFACTION
87-88: Customer satisfaction
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38 Sustainability ratings GRI: EN26, CRE8

	Rating	Performance	Scheme Name	Scheme Year	Status
10 Brock Street, NEQ, London	Excellent	79.2%	BREEAM Offices	2008	D&P Certificate
10 Portman Square, London	Excellent	71.7%	BREEAM Offices	2006	D&P Certificate
The Leadenhall Building, London	Excellent	71.7%	BREEAM Offices	2005	D&P Certificate
17-19 Bedford Court	Very Good	64.7%	BREEAM EcoHomes	2006	Draft D&P Report
175 Drummond Street, London	Level 4	80.0%	Code For Sustainable Homes	2009	D&P Certificate
18-20 Craven Hill Gardens	Excellent	73.4%	BREEAM EcoHomes	2006	D&P Certificate
199 Bishopsgate, London	Excellent	74.1%	BREEAM Offices	2008	D&P Certificate
30 Brock Street, NEQ, London	Excellent	77.2%	BREEAM Offices	2008	D&P Certificate
39 Victoria Street, London	Excellent	75.6%	BREEAM Offices	2008	Draft D&P Report
5 Broadgate, London	Excellent	82.7%	BREEAM Offices	2008	D&P Certificate
62-64 Seymour Street Units 1&2, London	Very Good	69.3%	BREEAM EcoHomes	2006	Draft D&P Report
62-64 Seymour Street Units 3-8, London	Excellent	71.1%	BREEAM EcoHomes	2006	D&P Certificate
62-64 Seymour Street Units 9&10, London	Excellent	70.1%	BREEAM EcoHomes	2006	Draft D&P Report
The Broadgate Circle, London	Very Good	67.0%	BREEAM Retail	2008	Draft D&P Report
Glasgow Fort Cinema, Glasgow	Very Good	59.2%	BREEAM Retail	2008	Draft D&P Report
Multiple Units, Hereford	Excellent	73.0%	BREEAM Retail	2008	Pre-Assessment Report
Zizzis, Hereford	Very Good	62.6%	BREEAM Retail	2008	Pre-Assessment Report
Marble Arch House, London	Excellent	76.2%	BREEAM Offices	2008	D&P Certificate
Puerto Venecia, Zaragoza, Spain	Silver	59.0%	LEED	2009	Pre-Certification
Surrey Quays Extension, London	Excellent	75.5%	BREEAM Retail	2008	D&P Certificate
Triton Place, NEQ, London	Level 4	75.0%	Code For Sustainable Homes	2009	D&P Certificate
Whiteley Shopping Centre, Whiteley	Excellent	72.8%	BREEAM Retail	2008	D&P Certificate

Metrics: Current status of sustainability rating or certification schemes for our developments.

Scope:

This table covers all development projects active in this financial year (both managed and unmanaged) where, at a minimum, a formal pre-assessment has been undertaken by an accredited assessor. Certification ratings are normally given at the level of individual buildings, therefore there may be more than one certification per development.

- 8 major developments which are not yet in the public domain have been excluded from the table.
- 8 major developments are not yet at sufficiently detailed design to undertake a BREEAM-pre-assessment
- The table excludes minor developments as these are not required to undertake BREEAM certifications by our Sustainability Brief for Developments policy.

Methodology:

- Review of all major developments which have been active this financial year. Obtain certificates, pre-assessments or draft reports from design team if they exist.
- The rating, % performance, scheme name and scheme year have been provided by certified assessors in formal reports or are included in the final certificate.
- Scores of draft reports and pre-assessments are liable to change before final certification.
- For the Hereford development, there are a large number of BREEAM pre-assessments which have been combined into one row with an indicative representative score.

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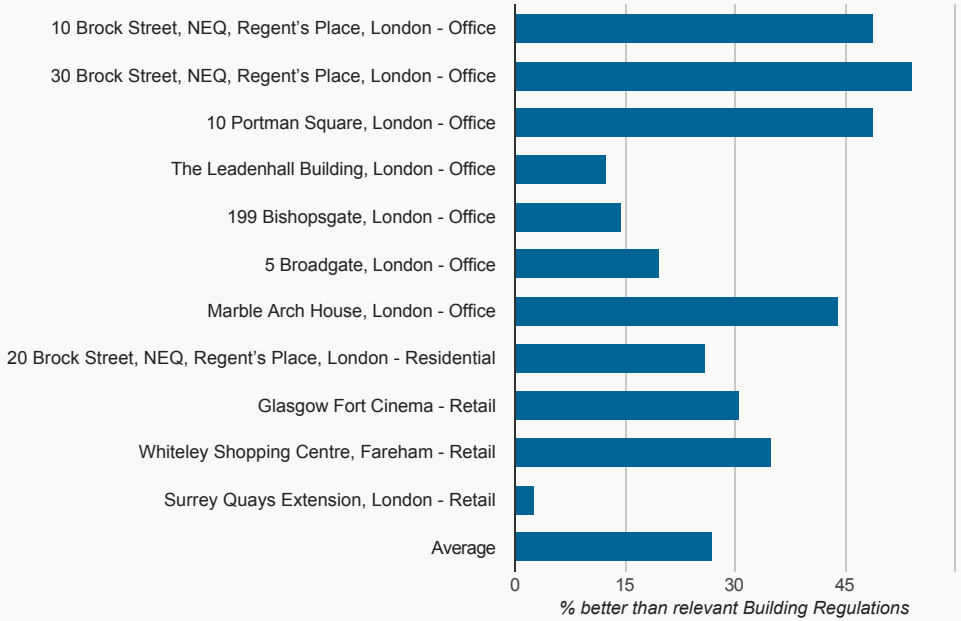
39 Energy efficiency GRI: EN5, EN6, EN7, EN26



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CUSTOMER SATISFACTION
87-88: Customer satisfaction
89: Customer satisfaction in new buildings

39 Energy efficiency GRI: EN5, EN6, EN7, EN26

	% better than relevant Building Regulations	Building Regulations Standard
	2012/13	
10 Brock Street, NEQ, Regent's Place, London - Office	48.92	Part L2A 2006
30 Brock Street, NEQ, Regent's Place, London - Office	54.31	Part L2A 2006
10 Portman Square, London - Office	48.92	Part L2A 2006
The Leadenhall Building, London - Office	12.43	Part L2A 2006
199 Bishopsgate, London - Office	14.46	Part L2A 2006
5 Broadgate, London - Office	19.7	Part L2A 2010
Marble Arch House, London - Office	44.17	Part L2A 2006
20 Brock Street, NEQ, Regent's Place, London - Residential	26.05	Part L1A 2006
Glasgow Fort Cinema - Retail	30.52	Scotland Building Regulations 2011
Whiteley Shopping Centre, Fareham - Retail	35	Part L2A 2006
Surrey Quays Extension, London - Retail	2.61	Part L2A 2010
Average	**26.93**	n/a

Scope:

- Major UK developments active this year which are required to pass new Building Regulations energy efficiency standards and are at a sufficient stage to complete energy modelling.
- This year, one UK development is not reporting. Exclusions: one European development, nine developments not sufficiently advanced to complete energy modelling, seven developments which do not require new building regulations, and four confidential developments.

Methodology:

- Percentages may change over time as project progresses and design evolves.
- Relates only to regulated energy (*and emissions*) as defined under UK building regulations.
- n/a indicates projects not yet commenced.
- Figures reported are based on engineer's reports or building regulations submissions, using accredited software. Percentage improvement is calculated as (*TER-BER*)/TER*100. The TER is the target emission rate, the maximum allowable emissions for that building (sometimes referred to as the notional emissions in 2010 regulations). The BER is the building emission rate (*the DER or dwelling emission rate in residential projects*) which is the predicted regulated emissions based on the output of the building specific software simulation.

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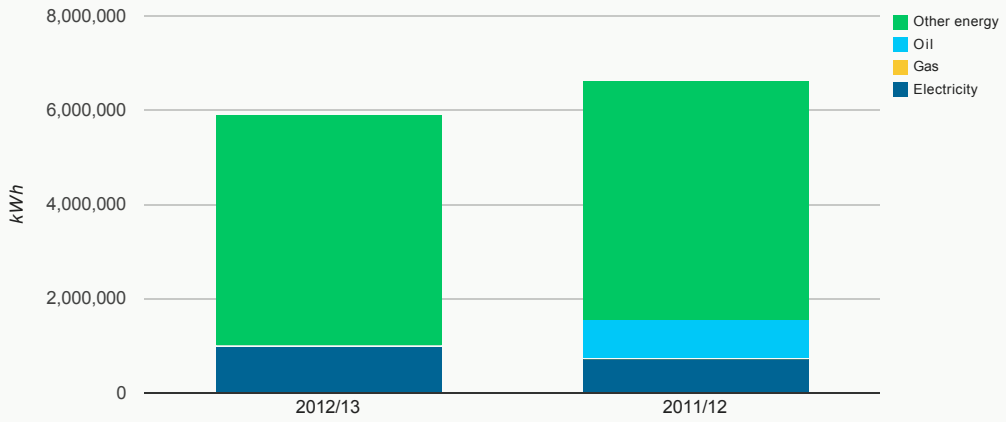
40 Energy use – developments GRI: EC2, EN3, EN4



PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
39-40: ENERGY

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40 Energy use – developments GRI: EC2, EN3, EN4

	2012/13		2011/12	
	kWh	£	kWh	£
Electricity	982,099	£89,102	711,051	£68,924
Gas	23,831	£58	721	£19
Oil	2,121	£177	827,663	£47,564
Other energy	4,916,954	£324,247	5,080,312	£334,135
Total	**5,925,005**	**£413,584**	**6,619,747**	**£450,642**

Scope:

This table covers energy use generated onsite at development projects managed by British Land.

- 2012/13 – 33 developments reported energy use: 32 developments in the UK and one in Spain (21 Retail, seven Office, three mixed-use and two residential); two developments did not report.
- 2011/12 - 27 developments managed by British Land reported energy use: 26 properties in the UK and one property in Spain (16 Retail, six Office, three Residential and two Mixed-use developments); three properties did not report.

Methodology:

- See Reporting Criteria.
- Restatement of 2011/12 figures: see Reporting Criteria.

PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
41: WATER

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CUSTOMER SATISFACTION
87-88: Customer satisfaction
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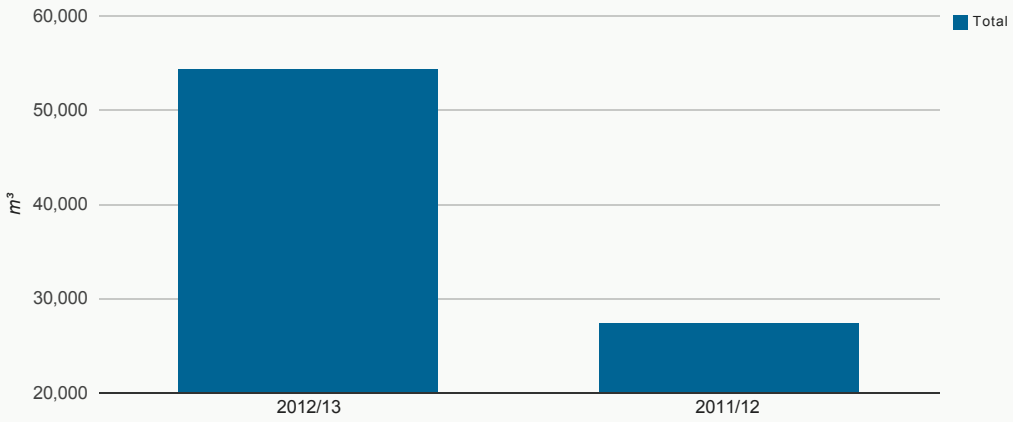
41 Water use – developments GRI: EC2, EN8



PERFORMANCE DATA
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41: WATER

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41 Water use – developments GRI: EC2, EN8

	2012/13		2011/12	
	m³	£	m³	£
Mains water	54,302	£66,590	27,369	£32,246
Non-mains water use	n/a	n/a	n/a	n/a
Total	**54,302**	**£66,590**	**27,369**	**£32,246**

Scope:

This table covers water use at development projects managed by British Land.

- 2012/13 – 29 developments reported water data: 28 developments in the UK and one in Spain (17 Retail, seven Office, three Mixed-use and 2 Residential developments). Of the five developments that did not report, three Retail developments reported through the Managed Portfolio and three developments did not report.
- 2011/12 - 27 properties reported water: 26 properties in the UK and 1 property in Spain (16 Retail, six Office, three Residential and two Mixed use developments); three properties did not report.

Methodology:

- See Reporting Criteria.

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42-44: WASTE MANAGEMENT AND MATERIALS

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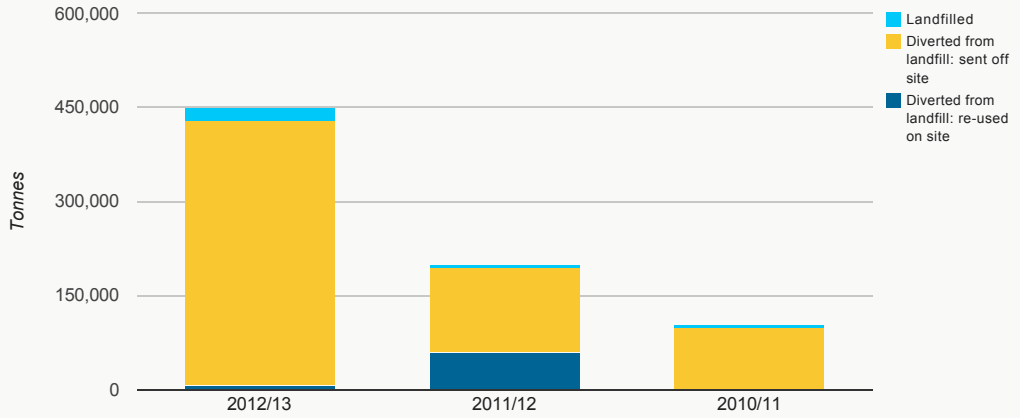
42 Waste management – developments GRI: EN22, EN26, PR3

Assurance excludes waste diverted from landfill through re-use on site and costs and savings (£)



PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
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42 Waste management – developments GRI: EN22, EN26, PR3

Assurance excludes waste diverted from landfill through re-use on site and costs and savings (£)

	2012/13			2011/12			2010/11		
	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use
Demolition non-hazardous waste									
Landfilled	19,145	£47,863	£0	1,836	£4,590	£0	4,073	£10,181	£0
Diverted from landfill: sent off site	41,067	£0	£102,667	54,345	£0	£135,863	20,924	£0	£52,310
Diverted from landfill: re-used on site	1,039	£0	£2,597	28,375	£0	£70,938	n/a	n/a	n/a
Sub-total demolition non-hazardous waste	**61,251**	**£47,863**	**£105,263**	**84,556**	**£4,590**	**£206,800**	**24,997**	**£10,181**	**£52,310**
Construction non-hazardous waste									
Landfilled	2,815	£7,037	£0	2,702	£6,755	£0	1,014	£2,535	£0
Diverted from landfill: sent off site	381,452	£0	£953,631	80,588	£0	£201,470	78,996	£0	£197,489
Diverted from landfill: re-used on site	5,030	£0	£12,575	32,745	£0	£81,863	n/a	n/a	n/a
Sub-total construction non-hazardous waste	**389,297**	**£7,037**	**£966,206**	**116,035**	**£6,755**	**£283,333**	**80,010**	**£2,535**	**£197,489**
Hazardous waste									
Landfilled	110	£275	£0	n/a	n/a	n/a	n/a	n/a	n/a
Diverted from landfill: sent off site	1	£0	£1	n/a	n/a	n/a	n/a	n/a	n/a
Diverted from landfill: re-used on site	0	£0	£0	n/a	n/a	n/a	n/a	n/a	n/a
Sub-total hazardous waste	**111**	**£275**	**£1**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
Total									
Total	**450,658**	**£55,175**	**£1,071,471**	**200,591**	**£11,345**	**£490,133**	**105,006**	**£12,716**	**£249,800**
Total % waste landfilled			**5%**			**2%**			**5%**
Total % waste diverted from landfill: sent off site			**94%**			**67%**			**95%**
Total % waste diverted from landfill: re-used on site			**1%**			**30%**			**0%**

Scope:

This table covers waste generated onsite at development projects managed by British Land.

- 2012/13 – 34 developments reported waste data: 33 developments in the UK and one in Spain (21 Retail, eight office, three Mixed-use and two residential developments). One retail development only recorded waste from their main contractor and not from all contractors on site and one small office development did not report.
- 2011/12 – 30 developments reported waste data: 29 developments in the UK and one development in Spain (18 retail, seven office, three mixed use and two residential developments).

Methodology:

- See Reporting Criteria.
- Restatement of 2011/12 figures: see Reporting Criteria.

PERFORMANCE DATA
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42-44: WASTE MANAGEMENT AND MATERIALS

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CUSTOMER SATISFACTION
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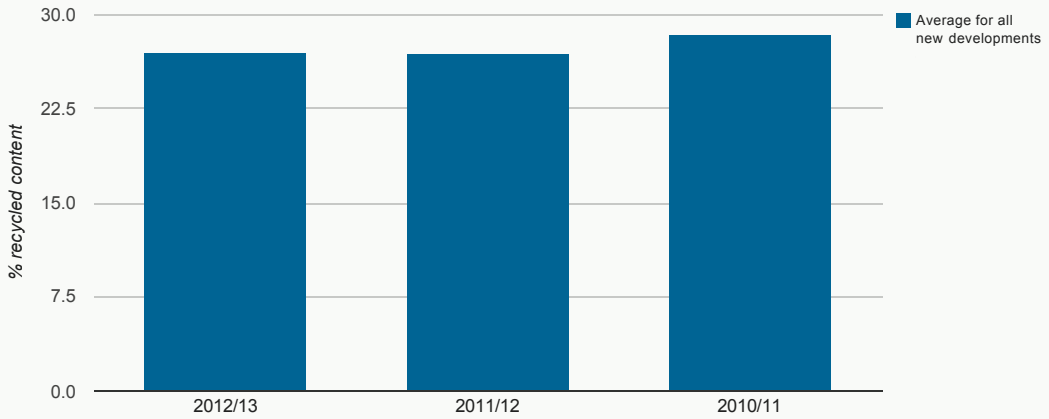
43 Recycled materials GRI: EN2, EN26, PR3



PERFORMANCE DATA
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42-44: WASTE MANAGEMENT AND MATERIALS

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43 Recycled materials GRI: EN2, EN26, PR3

New Developments	Materials with recycled content
	2012/13
10 and 30 Brock Street, NEQ, Regent's Place, London – Office	25%
20 Brock Street, NEQ, Regent's Place, London – Residential	23%
10 Portman Square, London – Office	25%
The Leadenhall Building, London – Office	27%
5 Broadgate, London – Office	33%
Marble Arch House, London – Office	22%
Whiteley Shopping Centre, Fareham – Retail	31%
Glasgow Fort Cinema - Retail	33%
Surrey Quays Extension, London - Retail	25%
Average for all new developments	**27%**

Metrics: Percentage of material in the new building which is comprised of recycled content, by value.

Scope:

- Covers new build (*not refurbishment*) UK development projects active in this financial year which have completed a WRAP designing out waste or net waste toolkit.

Methodology:

- As calculated by the WRAP Designing Out Waste or Net Waste Toolkits. At product level, recycled content is the proportion, by mass, of recycled material in a product or packaging (*as defined by ISO 14021*). At project level, recycled content is calculated as a proportion of the total value of materials used, by summing the total cost of each material multiplied by its % recycled content by mass. The value of re-used and reclaimed materials used in construction is quantified based on calculating 100% of the purchase cost of the equivalent newly manufactured product, which is substituted by the re-used content.

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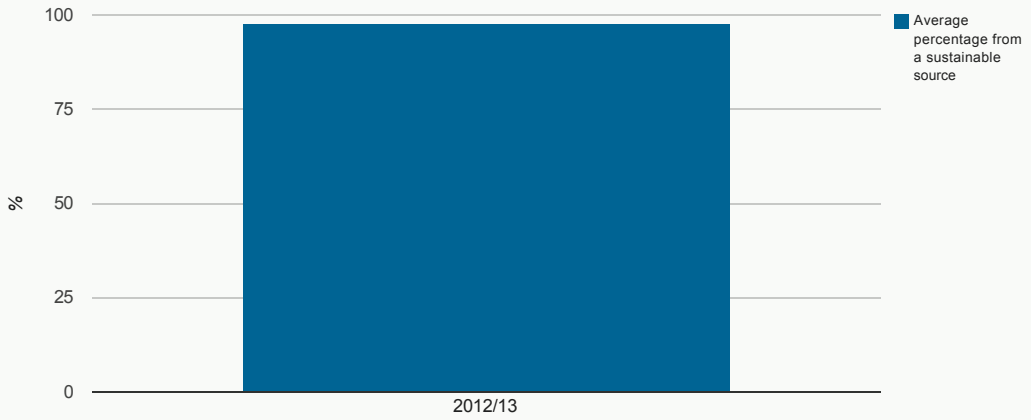
44 Timber from sustainable sources GRI: EN26, PR3



PERFORMANCE DATA
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42-44: WASTE MANAGEMENT AND MATERIALS

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44 Timber from sustainable sources GRI: EN26, PR3

	Total timber (m^3)	Percentage from a sustainable source
	2012/13	2012/13
The Leadenhall Building	161	100%
5 Broadgate, London	429	100%
Marble Arch House, London	230	100%
North East Quadrant, Regent's Place, London	1,807	97%
Whiteley Shopping Centre	168	100%
All other developments	203	98%
Total m^3 and average %	**2,997**	**98%**

Scope:

This table covers timber use at development projects managed by British Land.

- 2012-13 – 33 developments reported on timber use: 32 developments in the UK and 1 property in Spain (21 Retail, seven office, 3 mixed-use and two residential developments, a number of these has no timber use over this period). Two developments did not report.

PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
45-46: LAND AND BIODIVERSITY

MANAGING BUILDINGS EFFICIENTLY
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45 Biodiversity – developments GRI: EN12, EN13, EN14

	2012/13	2011/12	2010/11
Development projects completed this year with a net improvement in site biodiversity	1	n/r	n/r
Development projects currently active designed to result in a net improvement in site biodiversity	25	n/r	n/r
Development projects active this year which have achieved or are on track to achieve net improvement in site biodiversity (%)	100%	100%	90%
Size of habitats protected, restored or created across the development portfolio (m²)	9,413	0	n/r

Scope:

- 26 managed and major UK development projects active this financial year, where the projects are at a sufficiently advanced stage to undertake ecological calculations. Two non managed and one international project are excluded.
- Size of habitats restored or protected across the development portfolio covers the period 1 April 2012 to 31 March 2013

Methodology:

- Information based on formal ecologists' reports or design team commitments, where applicable.

PERFORMANCE DATA
DEVELOPING SUSTAINABLE BUILDINGS
45-46: LAND AND BIODIVERSITY

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46 Land contamination and remediation GRI: CRE5, PR3

	2012/13	2011/12
Total area of land decontaminated and remediated (m²)	0	0
Total area of land assessed for remediation but not remediated (m²)	29,500	29,500
Total area of land potentially contaminated but not assessed (m²)	65,964	0

Scope:

- All managed UK land ownership potentially under consideration for development. Two non managed and one international developments are excluded.

Methodology:

- Reviewed last year's information and raised a specific query with project managers and construction executives for newly purchased sites. We defined 'contaminated' as pollution which was relevant to our business activities and significant enough to require remediation given the proposed end use - buildings for retail, offices, or residential use.

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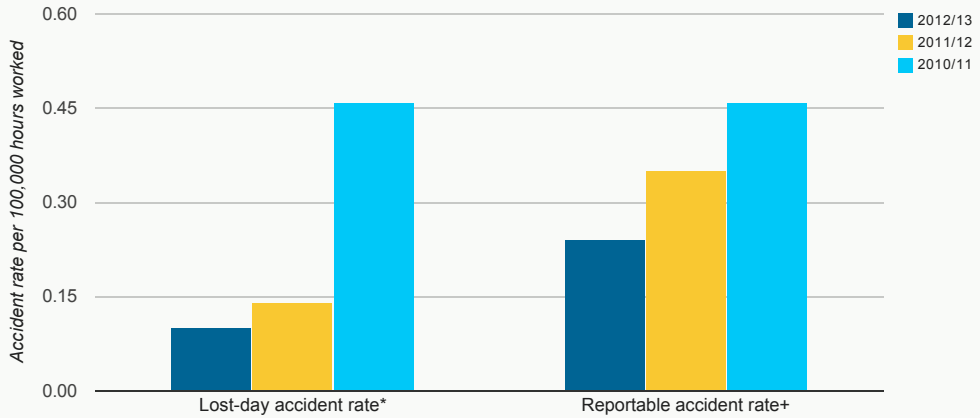
47 Health and safety – developments GRI: PR2

Assurance excludes total health and safety incidents of non-compliance



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47 Health and safety – developments GRI: PR2

Assurance excludes total health and safety incidents of non-compliance

	2012/13	2011/12	2010/11
Lost-day accident rate (number of incidents per 100,000 hours worked)*	0.10	0.14	0.46
Reportable accident rate (number of incidents per 100,000 hours worked)+	0.24	0.35	0.46
Total job-related fatal accidents	1	0	0
Total job-related lost-day or reportable non-fatal accidents	14	10	1
Total health and safety incidents of non-compliance	0	0	0

Scope:

This table covers health and safety information collected onsite at development projects managed by British Land.

- 2012/13 – 34 developments reported Health and Safety data: 33 developments in the UK and one in Spain (21 Retail, eight office, three mixed-use and twoesidential developments). One small office development did not report.
- 2011/12 - 30 developments reported Health and Safety data: 29 developments in the UK and 1 property in Spain (18 Retail, seven office, three residential and two mixed use developments).

Methodology:

- See Reporting Criteria.
- Restatement of 2011/12 figures: see Reporting Criteria

There was one reported fatality on a development site in Spain. We have completed a thorough review of the incident which has confirmed that we were compliant with all local regulations in this case. We have also reviewed our construction management control procedures in light of the incident.

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48: ENVIRONMENTAL COMPLIANCE

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48 Environmental compliance GRI: EN28

	2012/13	2011/12	2010/11
Environmental non-compliance events	0	0	0
Environmental non-compliance costs	£0	£0	£0

Methodology:

- UK major development projects tracked through our ISO 14001 certified Environmental Management System.

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36% of the UK's carbon emissions come from buildings and we expect 70% of current buildings to still be here in 2050. We therefore have to improve the efficiency of our existing portfolio and, where we develop new buildings, ensure they are sustainable

MANAGED PORTFOLIO EMISSIONS

CDP — Only REIT globally on both Carbon Disclosure Leadership Index and Performance Leadership Index

33% — 33% reduction in like-for-like carbon emissions (Scope 1 and 2) compared to 2009

39,600 — 39,600 tonnes less like-for-like carbon emissions from landlord-influenced energy use over the last four years

194K — 194,367 tonnes of emissions from our development activities, including embodied carbon

859K — 859,400 tonnes of emissions through energy and water consumed by occupiers in our properties

380 — 380 tonnes of carbon from business travel and fuel use in company owned cars

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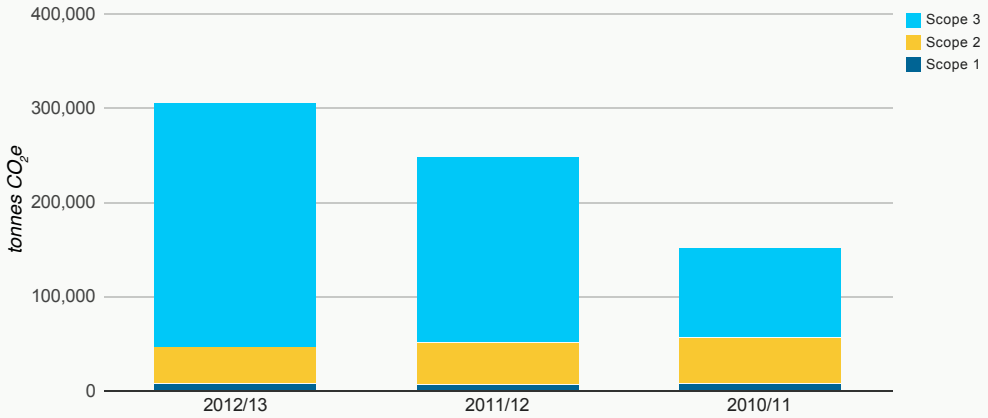
49 Reported footprint – Scopes 1 to 3 GRI: EN16, EN17, EN18, EN26, EN29



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49 Reported footprint – Scopes 1 to 3 GRI: EN16, EN17, EN18, EN26, EN29

	Tonnes of carbon dioxide equivalent (tonnes CO_2e)						
				2012/13	Change 2010/11 to 2012/13	2011/12	2010/11
	Scope 1	Scope 2	Scope 3	Total		Total	Total
Managed portfolio energy use							
Offices: common parts	-	10,433	2,324	**12,757**	-19%	13,549	15,838
Offices: shared services	4,912	14,941	3,822	**23,675**	-26%	26,633	32,075
Offices: vacant space	-	-	262	**262**	29%	576	203
Offices: direct use in occupier spaces	-	-	53,074	**53,074**	-7%	54,148	57,002
Offices: British Land occupied demises	92	836	120	**1,048**	12%	761	938
Shopping centres: common parts	519	9,824	2,290	**12,633**	-16%	14,933	15,041
Retail parks: common parts	23	3,247	719	**3,989**	-10%	4,260	4,432
Retail: direct retailer use in leased demises	-	-	2,109	**2,109**	28%	1,732	1,642
Retail: vacant space	-	-	10	**10**	-	21	-
Residential: common parts	-	356	48	**404**	-	141	-
Managed portfolio refrigerant loss							
Air conditioning in offices and shopping centres	1,076	-	-	**1,076**	147%	653	436
Managed portfolio water use							
Offices, shopping centres and retail parks	-	-	209	**209**	-9%	234	230
Developments							
Embodied carbon: transport to site	-	-	11,725	**11,725**	503%	8,802	1,944
Embodied carbon: materials	-	-	165,498	**165,498**	777%	110,046	18,866
Site activities, including waste	-	-	17,144	**17,144**	759%	10,913	1,995
Travel							
Fuel use: British Land owned vehicles	106	-	22	**128**	-11%	109	145
Business travel: British Land Head Office	-	-	252	**252**	1%	195	249
Overall							
TOTAL	**6,728**	**39,637**	**259,628**	**305,993**	**103%**	**247,706**	**151,035**
Scope (managed portfolio)				*420/426*		*410/410*	*103/103*

PERFORMANCE DATA
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50 Scope 3 footprint including estimated other activities GRI: EN16, EN17, EN18, EN29

	Tonnes of carbon dioxide equivalent (tonnes CO_2e)
REPORTED SCOPE 3 FOOTPRINT	
Managed portfolio	
Energy use	64,800
Water use	165
Developments	
Embodied carbon: transport to site	11,725
Embodied carbon: materials	165,498
Site activities, including waste	17,144
Travel	
Fuel use: British Land owned vehicles	22
Business travel: British Land Head Office	252
Reported Scope 3 footprint	
Sub-total	**259,441**
ADDITIONAL ESTIMATED SCOPE 3 FOOTPRINT	
Managed portfolio	
Offices: service charges	12,067
Retail: service charges	8,186
Developments	
Supply chain emissions	34,156
Design and professional services	4,074
Finance, legal and other business services	3,892
Property acquisition	
Embodied carbon in buildings	40,356
Investment and finance	526
Managed and single-let properties	
Occupier/third party controlled energy use	748,150
Corporate	
Administration expenses	6,246
Finance	10,859
Staff commuting	76
Head Office: property outgoings and occupant's staff	19,248

Continued on next page

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50 Scope 3 footprint including estimated other activities GRI: EN16, EN17, EN18, EN29

Continued from previous page

	Tonnes of carbon dioxide equivalent (tonnes CO_2e)
REPORTED SCOPE 3 FOOTPRINT	
Visitor travel*	
Offices	21,399
Shopping centres	1,403,160
Retail parks: UK	1,294,929
Retail parks: Continental Europe	406,427
Supermarkets	1,602,862
Department stores	242,009
Additional estimated Scope 3 footprint	
Sub-total	**5,858,622**
All Scope 3 emissions (reported and estimated)	
TOTAL	**6,118,063**

'Reported Scope 3 footprint' copied from Reported Scope 1,2,3 Footprint [Figure 49].

'Additional estimated Scope 3 footprint' calculated as follows -

'Managed portfolio', 'Developments', 'Property Acquisition' and 'Corporate' calculated in 2011/12 as follows:

- Commuting emissions: British Land staff emissions calculated from Full Time Equivalent (FTE) data and York House travel survey data. Meadowhall staff emissions calculated from FTE data and National Travel Survey (commuting) data.
- Procurement emissions calculated by mapping British Land spend to input-output carbon intensities to produce out-turn consumption-based emissions for goods and services purchased by British Land. Uses British Land and Meadowhall spend data (excludes Broadgate Estates Ltd. spend data).
- The spend data was mapped to 123 Standard Industrial Classification (SIC) sectors, which are then input to Arup's Beacon tool.
- The carbon intensity data in Beacon is supplied under exclusive licence by the Centre for Sustainability Accounting Ltd (CenSA).

'Managed and single-let properties': emissions calculated based on energy use purchased directly by occupiers that was estimated using floor area and space use data where available, annual energy usage data kWh/m^2 from 2012 CIBSE Guide F, and annual energy usage data kWh/m^2 from retail occupiers' websites.

'Visitor travel': emissions calculated based on visitor numbers, average distance and carbon intensity of journey that were estimated using site data where available, TRICS (national standard database for trip generation) data on visitor trips/day/m^2,and Modal National Travel Survey (NTS) travel data 2011 and distance data for commuting and shopping.

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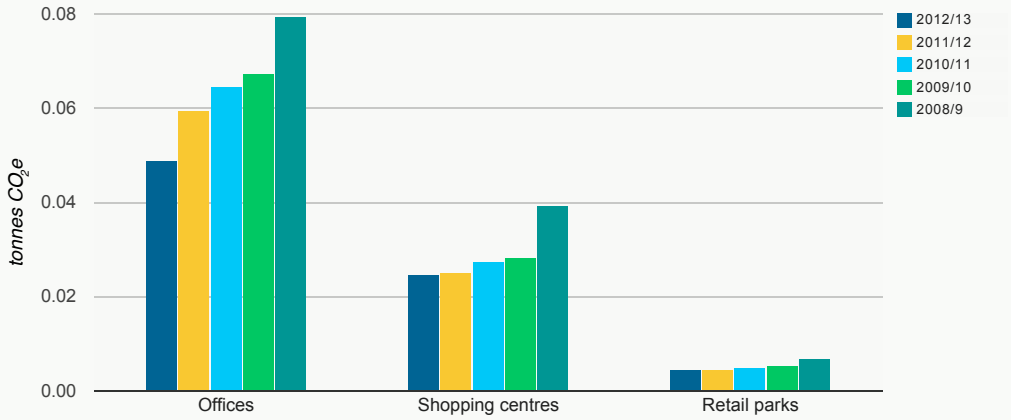
51 Reported Scope 1 and 2 intensity (heating degree day adjusted) GRI: CRE3, EN26

Assurance excludes intensities by workstation/visitors, income and full time equivalents. Assurance excludes residential.



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51: OUR CARBON INTENSITY

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51 Reported Scope 1 and 2 intensity (heating degree day adjusted) GRI: CRE3, EN26

Assurance excludes intensities by workstation/visitors, income and full time equivalents. Assurance excludes residential.

	2012/13	Change baseline to 2012/13	2011/12	2010/11	2009/10	2008/9
Activity related (tonnes CO_2e/m^2)						
Offices	0.049	-39%	0.060	0.064	0.067	0.079
Shopping centres	0.025	-38%	0.025	0.027	0.028	0.039
Retail parks	0.004	-35%	0.004	0.005	0.005	0.007
Residential	0.090	0%	nr	nr	nr	nr
Activity related (tonnes CO_2e/workstation or 10,000 visitors)						
Offices	1.11	-35%	1.30	1.70	nr	nr
Shopping centres	0.94	-39%	1.15	1.55	nr	nr
Retail parks	0.18	36%	0.15	0.14	nr	nr
Financial						
Tonnes CO_2e per £m of gross rental and related income	76.26	-29%	89.76	108.11	nr	nr
Staff						
Tonnes CO_2e per full time equivalent	86.65	-24%	104.80	114.03	nr	nr

Emissions associated with gas consumption based on kWh that have been adjusted for weather using the heating degree day methodology outlined in the Reporting Criteria.

Emissions based on scope of properties reporting energy intensity.

Turnover based on gross rental and related income for properties in the managed portfolio which contribute to Scope 1 and 2 greenhouse gas emissions. £555.6m for 2012/13, £563.9m for 2011/12 and £517.9m for 2010/11.

Full time equivalent based on the total number of employees reported in the 'Employment' section of this Full Data Report. 2012/13: 489 2011/12: 483 and 2010/11: 491

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52: LIKE-FOR-LIKE CARBON EMISSIONS

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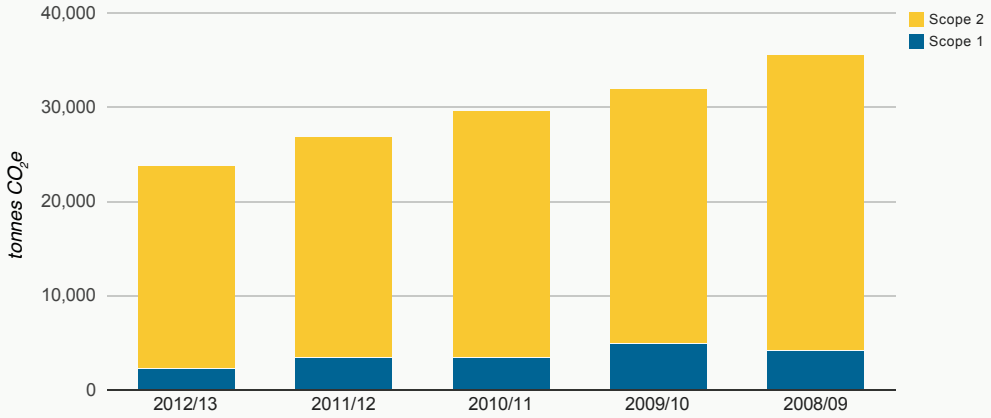
52 Landlord-influenced like-for-like Scope 1 and 2 (heating degree day adjusted)

INDEPENDENTLY ASSURED

GRI: EN16, EN17, EN18, EN26, EN29



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52: LIKE-FOR-LIKE CARBON EMISSIONS

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52 Landlord-influenced like-for-like Scope 1 and 2 (heating degree day adjusted)

INDEPENDENTLY ASSURED

GRI: EN16, EN17, EN18, EN26, EN29

								Tonnes CO_2e
				2012/13	2011/12	2010/11	2009/10	2008/09
	Scope 1	Scope 2	Total	Change 2008/09 to 2012/13	Total	Total	Total	Total
Landlord-influenced energy use								
Offices: common parts	-	5,328	5,328	-19%	5,628	6,301	6,208	6,548
Offices: shared services	1,413	7,565	8,978	-42%	11,436	12,824	13,881	15,476
Offices: British Land occupied demises	-	299	299	-13%	299	324	322	345
Shopping centres: common parts	119	5,838	5,957	-38%	6,431	7,138	7,277	9,581
Retail parks: common parts	12	2,488	2,500	-30%	2,605	2,763	2,972	3,558
Total	**1,544**	**21,519**	**23,063**	**-35%**	**26,399**	**29,351**	**30,660**	**35,508**
Managed portfolio refrigerant loss								
Air conditioning in offices and shopping centres	651	-	651	100%	381	63	1,225	-
Travel								
Fuel use: British Land owned vehicles	92	-	92	100%	86	112	84	-
Overall								
TOTAL	**2,287**	**21,519**	**23,805**	**-33%**	**26,865**	**29,526**	**31,970**	**35,508**
Scope (managed portfolio)			*62/62*		*62/62*	*62/62*	*62/62*	*62/62*

PERFORMANCE DATA
CARBON EMISSIONS
53: OUR HEAD OFFICE EMISSIONS

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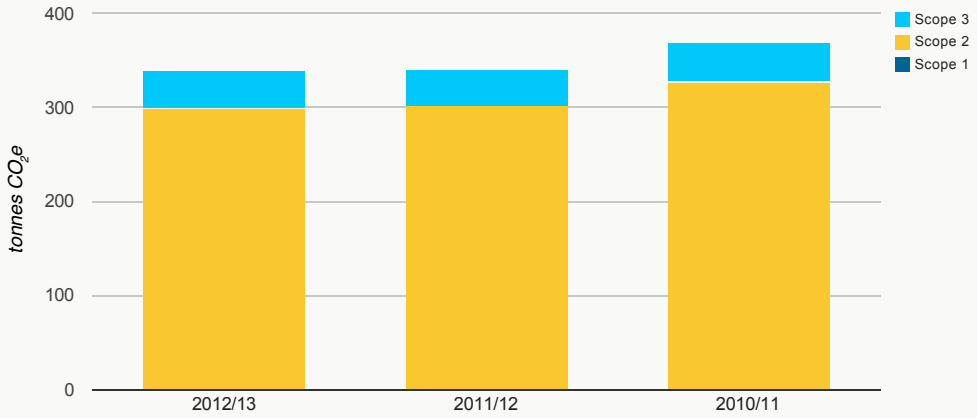
53 Reported Head Office greenhouse gas emissions and intensity

GRI: EN16, EN17, EN18, CRE3, EN26



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53 Reported Head Office greenhouse gas emissions and intensity

GRI: EN16, EN17, EN18, CRE3, EN26

	2012/13					2011/12				2010/11			
	tonnes CO_2e				Change 2010/11 to 2012/13	tonnes CO_2e				tonnes CO_2e			
	Scope 1	Scope 2	Scope 3	Total		Scope 1	Scope 2	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
Emissions	-	299	40	**339**	-8%	-	301	40	**341**	-	326	43	**369**
Intensity - floor area (per m^2)				0.09	-1%				0.09				0.10
Intensity - staff (per workstation)				1.32	-13%				1.53				1.77

Emissions associated with energy consumed in areas occupied by British Land in York House (Head Office). Includes electricity used for small power and lighting.

Tonnes CO_2e per m^2 calculated using the Net Lettable Area occupied by British Land.

Workstations actively used at Head office at year end (256 in 2012/13, 223 in 2011/12, 209 in 2010/11).

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Our strong reputation for community engagement makes us more likely to become the partner of choice for local authorities and others.
Our Community Charter work helps us understand local people's wishes and concerns when managing our properties and considering development opportunities. We want to be a good neighbour wherever we operate.
We aim to implement our Community Charter at all our major properties and developments by 2015.

COMMUNITY INVESTMENT

£20.9m	£20.9 million contributed to communities through the planning process	**£1.3m**	£1.3 million charity and community investment, through cash, time and gifts in kind	**75**	75 apprentices have been learning while they earn on our developments
64%	64% progress against our Community Charter commitments in the first year	**14,800**	14,800 people benefited through our community programme	**91%**	91% of local contacts around our major developments rate us as good

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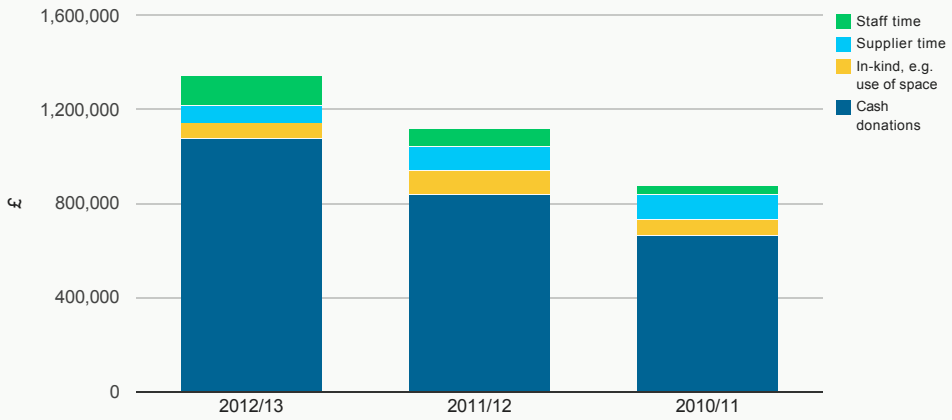
54 Community investment and support GRI: EC1, EC8



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54 Community investment and support GRI: EC1, EC8

	2012/13	2011/12	2010/11
Community investment			
Cash donations	£1,079,305	£835,948	£665,666
Staff time	£123,846	£80,541	£38,588
Supplier time	£77,821	£100,446	£103,954
In-kind, e.g. use of space	£62,965	£102,632	£68,412
Sub-total	**£1,343,937**	**£1,119,567**	**£876,620**
Additional community support			
Fundraising across our portfolio	£1,087,807	£992,113	£771,617
Occupier funding	£35,260	£30,506	£23,949
External funding for local training	£33,100	£363,838	£1,123,036
Other external funding	£0	£16,201	£7,665
Sub-total	**£1,156,167**	**£1,402,657**	**£1,926,267**
Total community investment and support	**£2,500,104**	**£2,522,224**	**£2,802,887**
Scope	94/127	82/120	78/119

This data covers community investment activities at our Head Office, across our managed retail and office portfolios and non-mandatory support in respect of our development sites.

In-kind, e.g. use of space, includes donations of equipment owned by British Land.

Fundraising includes funds raised by our Head Office staff and management teams at our properties, funds raised by charities at our sites where space for fundraising has been donated, and Head Office staff payroll giving of £25,939. It excludes British Land match funding, which is logged as a cash contribution.

Occupier funding relates to funding from service charge.

External funding for local training relates to funds leveraged from other sources as a direct result of British Land funding, British Land funding matched by our joint venture partners and funding gained by The Source (2012 only). The Source funding covers only activity which meets our benchmarking group's (LBG) criteria.

Other external funding includes contributions from our suppliers and individual occupier companies in support of community investment activity led by our site management teams.

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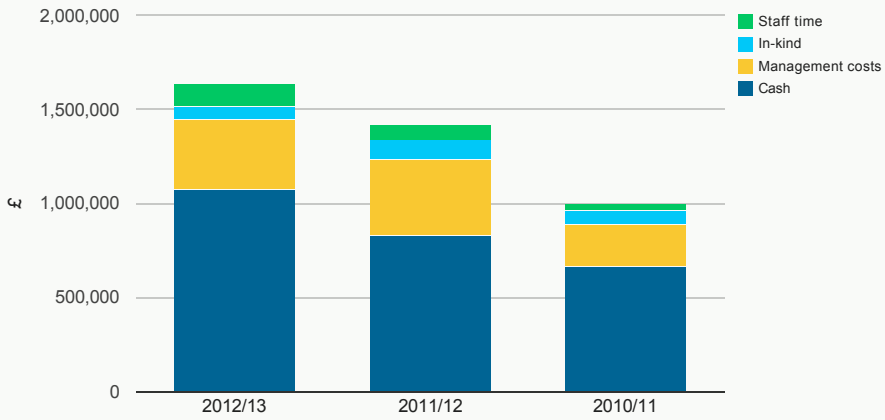
55 LBG corporate community investment GRI: EC1, EC8



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55 LBG corporate community investment GRI: EC1, EC8

	Direct community investment (£)			Leveraged community investment (£)		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
Cash	£1,079,305	£835,948	£665,666	£1,156,167	£1,402,657	£1,926,267
Staff time	£123,846	£80,541	£38,588	£77,821	£100,446	£103,954
In-kind	£62,965	£102,632	£68,412	-	-	-
Management costs	£370,763	£399,535	£229,220	-	-	-
Total	**£1,636,879**	**£1,418,656**	**£1,001,886**	**£1,233,988**	**£1,503,103**	**£2,030,221**

LBG is an internationally recognised standard for measuring corporate community investment www.lbg-online.net.
Direct community investment relates British Land's financial contributions, British Land staff time input and in-kind (mainly space) donations from British Land.

Leveraged cash investment includes fundraising, occupier funding, external funding for local training and other external funding (as detailed in table 54 Community investment and support).

Leveraged staff time relates to time input from the management teams and supplier staff at the properties within the scope of this data.

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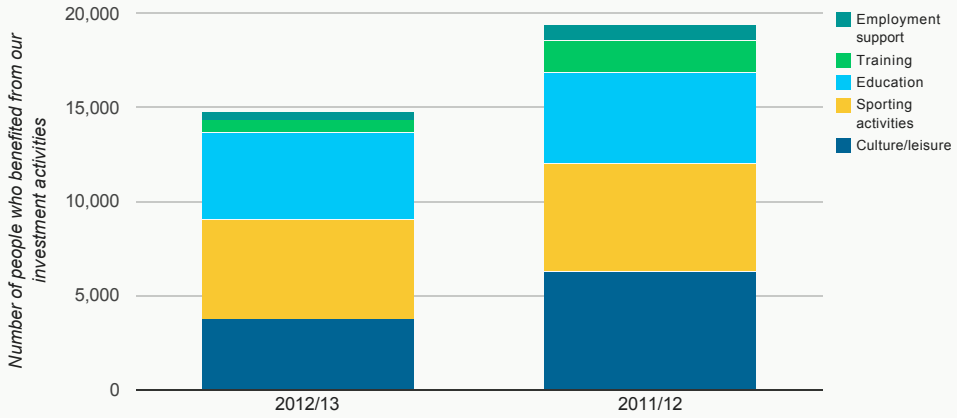
56 Community investment outcomes GRI: EC9



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56 Community investment outcomes GRI: EC9

	2012/13						2011/12						2010/11
	Culture/ leisure	Education	Employment support	Sporting activities	Training	TOTAL	Culture/ leisure	Education	Employment support	Sporting activities	Training	TOTAL	
0-11 year-olds	1,899	2,789	0	3,934	0	**8,622**	756	3,908	0	5,533	0	**10,197**	n/r
11-16 year-olds	366	1,081	0	1,239	433	**3,119**	710	691	0	149	466	**2,016**	n/r
16-24 year-olds	344	62	36	126	158	**726**	0	213	0	29	1,085	**1,327**	n/r
Adults - local unemployed	0	0	442	0	0	**442**	0	0	825	0	184	**1,009**	n/r
Adults - other	1,193	657	0	0	51	**1,901**	4,856	2	0	0	26	**4,884**	n/r
Total outcomes	**3,802**	**4,589**	**478**	**5,299**	**642**	**14,810**	**6,322**	**4,814**	**825**	**5,711**	**1,761**	**19,433**	**n/r**

We try to measure the wider impact of our community programme by looking at the number of people who benefit from our support, as this is the most available data we have.

We report those who have directly benefited through British Land funding and assistance from either British Land staff or site staff (where there's direct contact between staff and the beneficiaries). Space donations only are outside the scope of these figures, as are activities where neither financial nor face to face support is given.

Actual outcomes during the reporting period only are logged, not planned or expected outcomes. Either the charity or community group involved in the initiative will provide this data, or it will be supplied by our sites or Head Office team.
We work to ensure that we do not double-count individuals benefiting from our support. If we are in doubt, we will consult with the organisation we worked with and reduce the outcomes figure by an appropriate percentage.

We may estimate figures if there's a reasonable basis upon which estimates can be made.

If we part fund an initiative we will record only the percentage of outcomes that can be directly attributed to our donation. We have improved our outcomes reporting in this area in FY 2013.

If funds raised by staff should be directed towards a particular group of individuals, and British Land matched funding has been contributed, only the proportion of beneficiaries that can be attributed to the matched funding amount will be logged.

If British Land or site staff support a session or workshop and there are volunteers from other organisations involved, we record all the beneficiaries attending that session (assuming it is reasonable to do so).

Where we have provided core funding to charities or other groups, figures have not been reported as we are unable to accurately identify direct beneficiaries.

People attending local carnivals and other cultural events that we have provided funding towards are excluded as we are unable to accurately measure direct beneficiaries.

When categorising beneficiaries into age categories, if we have not been provided with a full breakdown of ages, we will allocate beneficiaries to different groups either equally or based on fair assumptions relating to that specific initiative.
Culture/leisure includes celebratory events for local community organisations, leisure activities and outings for disadvantaged groups, recreational classes for local people.

Education includes literacy projects, educational trips, creative projects, enterprise and skills development initiatives, hosting work experience placements and school visits, giving presentations to groups of students, those supported by British Land staff, suppliers or site staff through skills sharing initiatives/mentoring.

Employment support excludes job fairs held at our sites. Apprentice figures are included here only if they meet the criteria set out in the Reporting Criteria document. Full details of apprentices can be seen on table 62 Apprentices. The 16-24 age category also covers a specific programme to support those who are not work-ready into apprenticeships. In categorising these figures we have worked on the assumption that 'Adults - local unemployed' fall outside the 16-24 age bracket due to the national funding focus for unemployment on 16-24 year-olds currently available to this group through agencies such as the Skills Funding Agency and the National Apprenticeship Service.
Training covers both accredited and non-accredited training. It includes individuals involved in projects that contributed to a key element of their accredited training course. Training figures also include non-accredited training provided to teachers in connection with specific funded projects. For the 11-16 year-old age bracket, only accredited training such as BTEC and ASDAN Wider Key Skills is included under Training. In 2013 we have ceased reporting outcomes achieved by The Source in relation to public funding that they received for the delivery of courses.

Sporting activities includes the annual Capital Kids Cricket League, free sessions at the Broadgate Ice Rink offered to local schools and funding of kits and equipment to support local youth sport. It also covers initiatives that use sport to work towards specific objectives, such as an anti-gang initiative and a youth football programme to reduce anti-social behaviour promote community cohesion.

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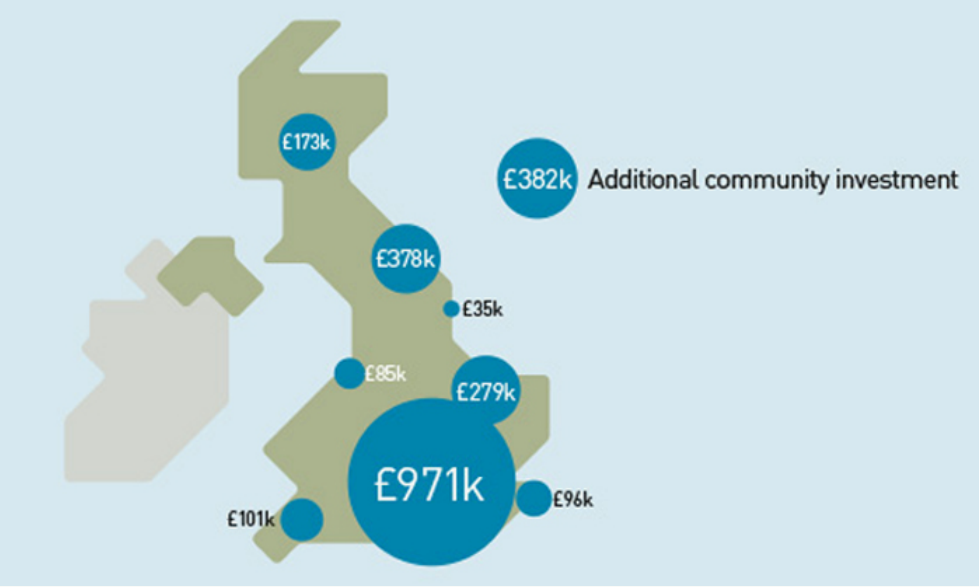
57 Our community programme around the UK GRI: EC1, EC8



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57 Our community programme around the UK GRI: EC1, EC8

Region	Properties and developments	Total value of our community programme	
		2012/13	2011/12
London - City*	Broadgate, Ropemaker Place and The Leadenhall Building	£694,210	£542,073
Corporate ł		£381,969	£267,210
Yorkshire and the Humber	Bradford, Doncaster, Hull, Leeds, Rotherham, Sheffield, Wakefield and York	£377,742	£715,748
Midlands and East of England	Basildon, Cambridge, Colchester, Leamington Spa, Leicester, Lincoln, Mansfield, Milton Keynes, Newmarket, Nottingham, Peterborough, Stafford, Theale and Walsall	£278,722	£236,752
London - West End*	Marble Arch House, 10 Portman Square, Regent's Place and our Head Office, York House	£276,835	£257,988
Scotland	Dumfries, Dumbarton, Edinburgh, Glasgow and Inverness	£172,848	£139,897
South West England	Barnstable, Plymouth and Swindon	£101,228	£85,777
South East England (excluding central London)	Ealing, Fareham, Kingston upon Thames, Luton, Orpington and Rotherhithe	£96,162	£153,831
North West England and Wales	Barrow-in-Furness, Chester, Cwmbran, Denton, Llandudno, Oldham, Preston and Speke	£85,108	£60,513
North East England (excluding Yorkshire and the Humber)	Stockton-on-Tees and Sunderland	£35,278	£41,520
Unallocated fundraising		-	£20,916
Grand Total		**£2,500,104**	**£2,522,224**
	Scope	94/127	82/120

This data covers community investment activities at our Head Office, across our managed retail and office portfolios and non-mandatory support in respect of our development sites. See table 54 Community investment and contributions for a breakdown by type of contribution.

* Cash contributions towards London-wide initiatives such as the Capital Kids Cricket League are allocated equally to the City and the West End of London.

ł *Corporate contributions* relate to national charities such as The Prince's Trust's Fairbridge programme, The Prince's Regeneration Trust and Shelter, and to match funding contributions in support of British Land staff fundraising and payroll giving.

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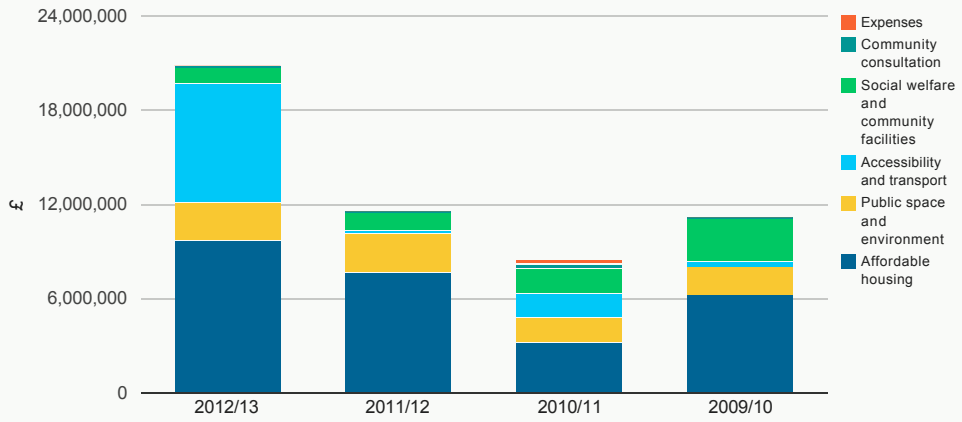
58 Community contributions through planning GRI: EC1, EC8, SO9 INDEPENDENTLY ASSURED



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58 Community contributions through planning GRI: EC1, EC8, SO9

	2012/13	2011/12	2010/11	2009/10
Affordable housing	£9,714,248	£7,699,534	£3,237,536	£6,250,533
Public space and environment	£2,380,241	£2,509,671	£1,556,572	£1,838,446
Accessibility and transport	£7,601,228	£143,169	£1,579,571	£341,625
Social welfare and community facilities	£1,010,461	£1,144,862	£1,572,943	£2,710,546
Community consultation	£107,224	£53,389	£253,179	£33,894
Expenses	£60,703	£252	£233,338	£48,239
Total	**£20,874,105**	**£11,550,878**	**£8,433,139**	**£11,223,283**

These figures are a summary of costs associated with public contributions or community benefit which are associated with our managed and unmanaged development programme and the grant of planning permissions.

These figures relate to any spend on a British Land owned development, whether unmanaged or managed; there is no pro-rating for joint venture development.

Definitions: 'Affordable housing' means the cost of constructing affordable housing (not including design fees). 'Public space and environment' means all spend relating to environmental or art enhancements with a clear community benefit, regardless of land ownership. 'Accessibility and transport' means all spend relating to highways, roads or public spaces outside of our ownership boundary, including payments made to local authorities. 'Social welfare and community facilities' includes construction of community facilities, general support to community groups not captured in our charitable spend. 'Community consultation' means spend relating to consultation around our development applications including consultants' fees for attendance at events but excluding PR fees. 'Expenses' means sundry expenses relating to the above; it excludes legal fees or council expenses.

Our development activity varies significantly in response to economic conditions. Our figures for this year reflect our increased development activity and increased transport contributions in London through the Community Infrastructure Levy.

We compile these figures by a search through our development accounting codes and analysis of construction costs by our cost consultants, all supplemented by detailed sanity check to allocate the figures and ensure no double counting with our charitable donations.

For affordable housing and cost-to-build community facilities, the costs are part of a wider construction budget and the figures are estimated by our cost consultants based on their professional knowledge and understanding of the project, and pro-rated across the construction period on a monthly basis.

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59 Development spend on locally based suppliers GRI: EC1, EC6, SO1, SO9, SO10

Project	% spend with local suppliers	% spend with local SME suppliers
199 Bishopsgate	20%	unknown

The construction spending of managed and major UK development projects which completed during this financial year.
There is only one applicable development during this financial year.

This reports spending on construction suppliers and materials, excluding other development costs such as design, finance and legal fees.

Information on the breakdown of spending on construction suppliers and materials is requested from main contractors on a quarterly or bi-yearly basis. At completion of the project this is reviewed and agreed.

'Local' is defined differently for each development, as appropriate to local concerns. 'SME' is defined as a company with fewer than 250 persons.

Next year we will report on a greater number of developments.

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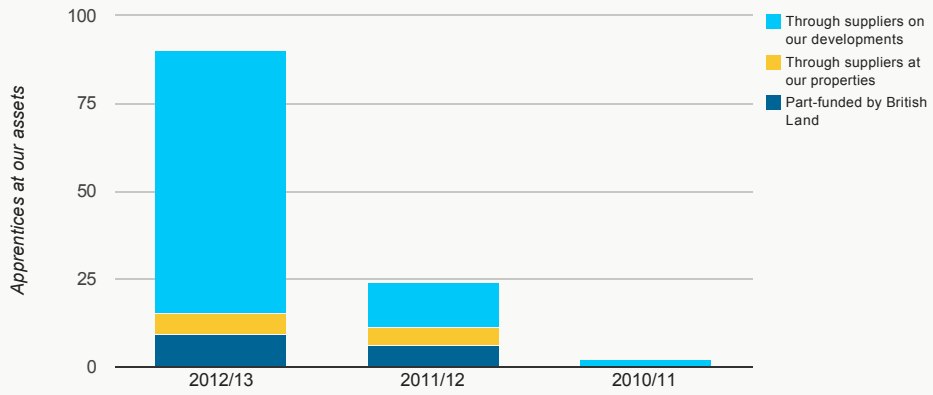
60 Apprentices GRI: EC9, SO9, SO10



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60 Apprentices GRI: EC9, SO9, SO10

	2012/13	2011/12	2010/11
Funding for apprentices			
British Land	£54,295	n/r	n/r
Apprentices at British Land assets			
Part-funded by British Land	9	6	n/r
Through suppliers at our properties	6	5	n/r
Through suppliers on our developments	75	13	2
Through The Source at our properties	89	103	n/r
Additional apprentices			
Part-funded by British Land in the local community	8	n/r	n/r
Through our Broadgate supply chain pilot project	5	n/r	n/r
Through The Source at non-British Land properties	943	766	n/r

We are focusing apprenticeship activity at our major developments and properties which fall under the scope of our Community Charter. These are defined as developments with construction value over £5 million and properties with annual service budgets over £500,000.

Apprenticeships are accredited work-based training programmes designed around the needs of employers, which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.

- Six properties reported having British Land funded or part-funded apprentices working on site (Retail).
- Five properties reported having additional apprentices working on-site through suppliers (Retail and Offices).
- Ten developments reported having apprentices working on-site (two Retail, five Office, two Mixed-use and one Residential).
- Two properties reported having British Land funded or part-funded apprentices working in the local community (Retail).

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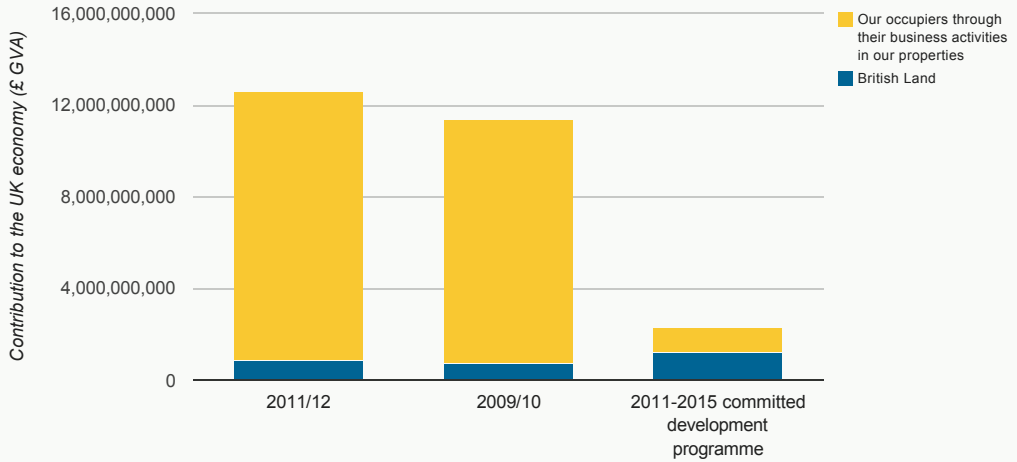
61 Our economic contribution GRI: EC1, EC8, EC9, SO9, SO10



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61 Our economic contribution GRI: EC1, EC8, EC9, SO9, SO10

	Our occupiers through their business activities at our properties			British Land			Our committed development programme (2011 to 2015)	
	2012/13	2011/12	2009/10	2012/13	2011/12	2009/10	Our future occupiers	British Land
Overall economic contribution to the UK economy (Gross Value Added)	no survey	£11.7 billion	£10.6 billion	no survey	£850 million	£750 million*	£1.1 billion per annum	£1.2 billion
Jobs supported (through direct employment and spending with suppliers)	no survey	177,000	142,000	no survey	7,000	5,200*	10,200 per annum	32,300
Total Tax Contribution	no survey	£1.5 billion (payroll taxes, business rates and corporation taxes only)	£1.3 billion (payroll taxes, business rates and corporation taxes only)	no survey	£121 million	£82.5 million	n/r	n/r

The information in this table has been extracted from a detailed socio-economic contribution study we commissioned by PricewaterhouseCoopers LLP (PwC).

For the full report, please visit www.britishland.com/contributions

For the full methodology statement by PwC, please visit www.britishland.com/PwC

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62 The Source Skills Academy Ten Year Review GRI: EC8, EC9, SO9, SO10

£53.4m – £3.70 for every £1 invested

Social Return on Investment

Percentage breakdown by programme below

Delivering work-based learning	57%
Growing businesses	18%
Supporting local jobseekers	17%
Offering opportunities to local schoolchildren	6%
Moving young people on to positive outcomes	2%

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62 The Source Skills Academy Ten Year Review GRI: EC8, EC9, SO9, SO10

	Estimated Social Return on Investment 2003 - 2013	
	Total	Per £1 invested
Delivering work-based learning	£30,500,000	£3.30
Growing businesses	£9,500,000	£5.20
Supporting local jobseekers	£8,900,000	£4.70
Offering opportunities to local schoolchildren	£3,400,000	£2.60
Moving young people on to positive outcomes	£1,100,000	£3.50
Total / Average	**£53,400,000**	**£3.70**

The Source is a training and development centre set up by British Land and Sheffield City Council, which celebrated its tenth birthday in 2013.

An independent review by PricewaterhouseCoopers LLP (PwC) was commisioned to estimate the social return on investment generated by The Source.

For The Source 10 Year Review, please visit www.britishland.com/TheSource

For the full methodology statement by PwC, please visit www.thesourceacademy.co.uk/PwC

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63 Community Charter progress by commitment GRI: EC6, SO1, SO9, SO10

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63 Community Charter progress by commitment GRI: EC6, SO1, SO9, SO10

	% progress
	2012/13
1. From the moment we acquire major properties, we will start to build relationship with local people and organisations	69%
2. When we want to make significant changes to our properties, we will engage with the local community at an early stage	71%
3. As we build, we will keep the local community informed about what's happening and listen to their views	70%
4. We will aim to buy goods and services from local businesses, both directly and through our suppliers	38%
5. We will support training, employment and education for local people	60%
6. We will empower our Head Office and on-site teams to work with local people and organisations	68%
7. We will encourage our suppliers and occupiers to actively support local projects	66%
8. We will provide safe, clean and green environments for occupiers and local people	70%
9. We will make it as easy as possible for people to get to and from our properties	69%
10. We will independently assess our performance to ensure that we are working effectively with local communities	61%
Overall progress	**64%**
Scope	*49/49*

We are focusing on delivering our Community Charter commitments at our major UK properties and developments first, where we have on-site teams who can work closely with local people and community groups. These consist of properties with annual service budgets over £500,000 and developments with a construction value over £5 million.

Percentages are based on the following calculations, where commitments are applicable: Full marks for Best practice; 75% for Strong performance; 40% for Made a good start; 0% for No real progress or No information.

To provide meaningful results across our entire portfolio, we have weighted scores for our retail portfolio, office portfolio and development programme by the proportion of our portfolio they represent by value.

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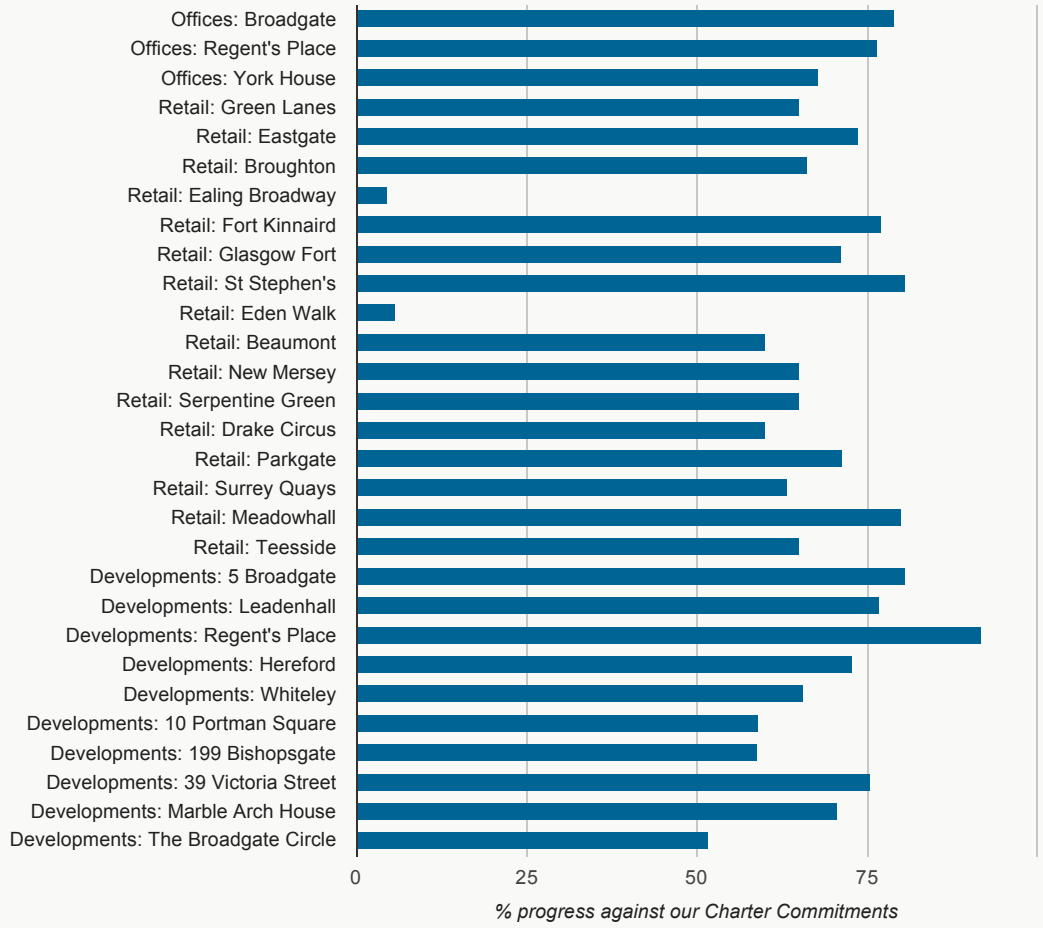
64 Community Charter performance at major properties and developments GRI: EC6, SO1, SO9, SO10



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64 Community Charter performance at major properties and developments GRI: EC6, SO1, SO9, SO10

	% progress against our Charter Commitments
	2012/13
Offices	
City of London (Broadgate)	79%
London Borough of Camden (Regent's Place)	77%
London Borough of Westminster (York House)	68%
Retail	
Barnstaple (Green Lanes Shopping Centre)	65%
Basildon (Eastgate Shopping Centre)	74%
Chester (Broughton Shopping Park)	66%
Ealing Broadway (Ealing Broadway Shopping Centre)	4%
Edinburgh (Fort Kinnaird Shopping Park)	77%
Glasgow (Glasgow Fort Shopping Park)	71%
Hull (St Stephen's Shopping Centre)	81%
Kingston (Eden Walk Shopping Centre)	6%
Leicester (Beaumont Shopping Centre)	60%
Liverpool (New Mersey Shopping Park)	65%
Peterborough (Serpentine Green Shopping Centre)	65%
Plymouth (Drake Circus Shopping Centre)	60%
Rotherham (Parkgate Shopping)	72%
Rotherhithe (Surrey Quays Shopping Centre)	63%
Sheffield (Meadowhall Shopping Centre)	80%
Stockton-on-Tees (Teesside Shopping Park)	65%

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64 Community Charter performance at major properties and developments GRI: EC6, SO1, SO9, SO10

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	% progress against our Charter Commitments
	2012/13
Developments	
5 Broadgate (London, EC2)	81%
The Leadenhall Building (London, EC3)	77%
NEQ, Regent's Place (London, NW1)	92%
Hereford	73%
Whiteley Shopping Centre (Fareham)	66%
10 Portman Square (London, W1)	59%
199 Bishopsgate, Broadgate (London, EC2)	59%
39 Victoria Street (London, SW1)	76%
Marble Arch House (London, W1)	71%
The Broadgate Circle (London, EC2)	52%

We are focusing on delivering our Community Charter commitments at our major UK properties and developments first, where we have on-site teams who can work closely with local people and community groups. These consist of properties with annual service budgets over £500,000 and developments with a construction value over £5 million.

Percentages are based on the following calculations, where commitments are applicable: Full marks for Best practice; 75% for Strong performance; 40% for Made a good start; 0% for No real progress or no information.

Of our retail properties, we acquired Ealing Broadway Shopping Centre in February 2013 and a 50% share of Eden Walk Shopping Centre in July 2012. We are reviewing our Charter commitments with the on-site management teams at both properties.

Of our developments, a number of projects were tendered before the Charter was launched and it has been more challenging to implement all commitments. We have, however, been successful at our larger developments and are working across all projects to support community activities and the Considerate Constructor Scheme.

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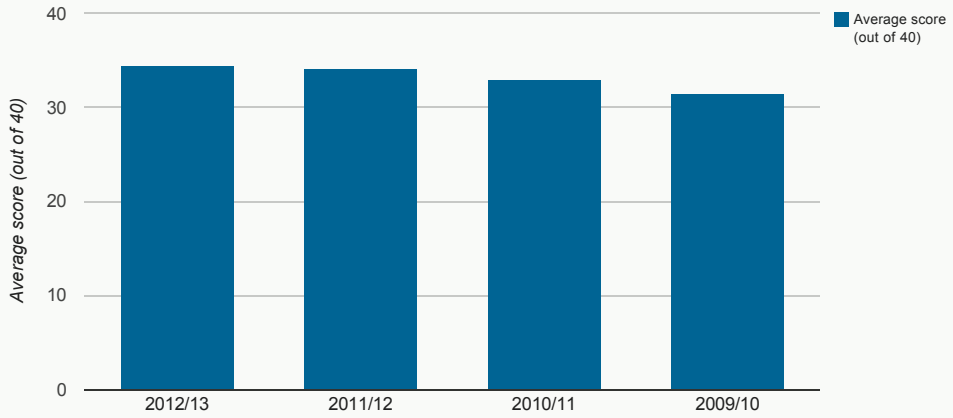
65 Considerate Constructors Scheme GRI: SO1



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65 Considerate Constructors Scheme GRI: SO1

	2012/13 scores (out of 40)
10 Portman Square, London	36
10 Portman Square, London	36
The Leadenhall Building, London	35.5
The Leadenhall Building, London	37
199 Bishopsgate, London	33.5
39 Victoria Street, London	34.5
5 Broadgate, London	36.5
Drakes Circus, Plymouth	34
Eastgate Shopping Centre MSCP	29.5
Kingswood Retail Park, Hull, Unit 12	32.5
Kingswood Retail Park, Hull, Unit 12	33.5
Marble Arch House, London	35
Marble Arch House, London	37.5
Mayflower Retail Park, Basilldon, Unit 4	32
Non-Managed Residential	35
North East Quadrant, London	37
Parkgate Shopping Centre, New Unit	34
Parkgate Shopping Centre, Rotherham, Units 2 & 2a	33
Teeside Shopping Park, Stockton, Unit 22 & 23	31
Teeside Shopping Park, Stockton, Unit 22 & 23	34
Teeside Shopping Park, Stockton, Unit 4	32.5
Whiteley Shopping Centre, Fareham	36.5
Whiteley Shopping Centre, Fareham	36
Average	**34**

All Considerate Constructors Audits of British Land development sites from April 2012 to December 2012.

Scoring for Considerate Constructors changed on 1 January 2013 to be a score out of 50, rather than 40. Five audit scores across four developments have not been included as these were audited using the new scoring. Next year we will report against the new scoring.

See http://www.ccscheme.org.uk/ for more information.

17 developments in the UK were audited by Considerate Constructors this year.

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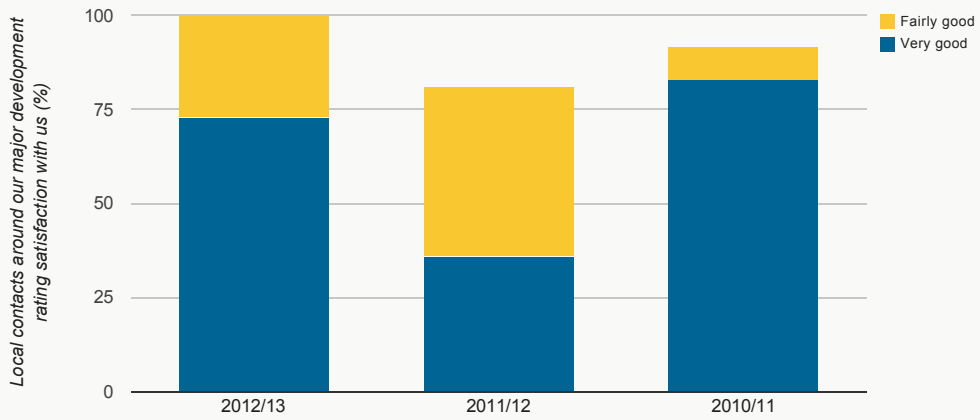
66 Local satisfaction around our major developments



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66 Local satisfaction around our major developments

	2012/13	2011/12	2010/11	2011 to 2013 average
Local contacts around our major developments rating satisfaction with us as very good	73%	36%	83%	**65%**
Local contacts around our major developments rating satisfaction with us as fairly good	27%	45%	9%	**26%**
Total approval rating	**100%**	**81%**	**92%**	**91%**
Scope (interviewees)	*11*	*11*	*12*	***34***

Each year we commission independent surveys of key local contacts at our major developments post planning.

- 2012/13: 199 Bishopsgate, Surrey Quays Shopping Centre, 39 Victoria Street and Whiteley Shopping Centre.
- 2011/12: 5 Broadgate and Parkgate Shopping.
- 2010/11: The Beehive Centre, Colmore Row and Regent's Place.

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To deliver our corporate strategy we need to attract and retain the best people, whose efforts, skill and judgement we can leverage across our extensive portfolio. We believe that staff engagement is a major competitive advantage and that engaged employees help us deliver a differentiated and high level performance.

EMPLOYEE ENGAGEMENT

1 Star — One Star Accreditation in The Sunday Times Best Companies to Work For 2013 (2012: One Star)

76% — 76% of British Land staff took part in community activities (2012: 42%)

21 — 21 training hours per person (2012: 14 hours)

7% — 7% of British Land staff work flexibly (2012: 7%)

29% — 29% of British Land management are female (2012: 26%)

629 — 629 training days for British Land (2012: 407)

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67 Staff employment GRI: LA1, LA4

	Total number of employees						Part-time employees				Full-time employees			
	2012/13			2011/12			2012/13		2011/12		2012/13		2011/12	
	Male	Female	All	Male	Female	All	Male	Female	Male	Female	Male	Female	Male	Female
British Land	117.4	94.9	212.3	116.6	86.6	203.2	1.4	11.9	0.6	9.6	116.0	83.0	116.0	77.0
Broadgate Estates	105.0	92.0	197.0	103.0	91.0	194.0	1.0	7.0	3.0	5.0	104.0	85.0	100.0	86.0
The Source	23.5	56.5	80.0	27.0	58.5	85.5	3.5	8.5	4.0	10.5	20.0	48.0	23.0	48.0
Total	**245.9**	**243.4**	**489.3**	**246.6**	**236.1**	**482.7**	**5.9**	**27.4**	**7.6**	**25.1**	**240.0**	**216.0**	**239.0**	**211.0**

Additional data:

Proportion of staff covered by collective bargaining agreement:

- British Land - 5.65%
- Broadgate Estates Ltd - 0%
- The Source - 0%

Permanent full time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

Part-time /Full-time figures are actual employees as at 31 March 2013.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Part-time employees are counted as a fraction of an FTE.

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68 Flexible working GRI:

	Employees employed under flexible working arrangements			
			2012/13	2011/12
	Male	Female	All	All
British Land	3%	13%	7%	7%
Broadgate Estates	1%	4%	4%	4%
The Source	3%	4%	7%	3%
Average	**2%**	**7%**	**6%**	**5%**

Permanent full time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

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The figures for employees employed under flexible working arrangements are based on FTE of these employees of the total FTE.

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69 Parental leave GRI: LA15

	2012/13 Parents						2011/12 Parents					
	British Land		Broadgate Estates		The Source		British Land		Broadgate Estates		The Source	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Entitled to parental leave	5	12	4	6	0	1	7	4	6	10	0	2
Took entitled parental leave	5	12	4	6	0	1	7	4	6	10	0	2
Left the company during or after parental leave ended	0	1	0	0	-	0	0	1	0	4	0	0
Currently on leave as at 31 March	0	8	0	1	-	1	0	4	0	6	0	1
Returned from leave during the year	5	3	4	5	-	0	7	0	6	2	0	1
Returned and still employed 12 months after return	-	-	-	-	-	-	7	3	6	6	-	1
Proportion of parents returning after parental leave ended	**100%**	**75%**	**100%**	**100%**	**-**	**-**	**100%**	**75%**	**100%**	**60%**	**-**	**50%**
Proportion of parents who returned and still employed 12 months after return	**-**	**-**	**-**	**-**	**-**	**-**	**100%**	**75%**	**100%**	**60%**	**-**	**50%**

Permanent full time equivalents who have reported they are entitled to leave related to the birth of a child, such as maternity leave, paternity leave or adoption leave.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Part-time employees are counted as a fraction of an FTE.

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70 Staff satisfaction GRI:

	Rating		
	2012/13	2011/12	2010/11
The Sunday Times Best Companies To Work For: Accreditation	One star	One star	-
Rating British Land highly as an employer	-	-	92%
Rating very satisfied at work	-	-	80%
Agreeing British Land delivers quality performance	-	-	91%

Permanent Head Office employees in the UK and staff employed by British Land European Fund Management and based in our Continental European locations.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

Staff survey conducted in 2011 by independent third party.

Since 2012, to identify opportunities to improve staff satisfaction, we have asked staff to complete The Sunday Times Best Companies to Work For survey. This means that the survey questions have changed and we will no longer be reporting against some previous measures.

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71 Staff turnover – reasons GRI: LA2

Reasons for departure	2012/13 departures		
	British Land	Broadgate Estates	The Source
Resignation	17.8	18.0	11.0
Dismissal	0.0	5.0	0.0
Mutual agreement (redundancy)	7.0	5.0	0.0
Retirement	0.0	1.0	0.0
Departure during probationary period	2.0	1.0	1.0
Death	0.0	0.0	0.0
Other	1.0	1.0	0.0
Total	**27.8**	**31.0**	**12.0**

Permanent full time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Employees leaving are based on FTE of leavers divided by total number of FTE at the end of the year.

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72 Staff turnover – rates GRI: LA2

	2012/13 departures							2011/12 departures							2010/11 departures						
	Overall turnover	Turnover by gender		Turnover by age				Overall turnover	Turnover by gender		Turnover by age				Overall turnover	Turnover by gender		Turnover by age			
	All	Male	Female	19-25	26-46	47-60	61+	All	Male	Female	19-25	26-46	47-60	61+	All	Male	Female	19-25	26-46	47-60	61+
British Land	13%	13%	14%	0%	14%	14%	0%	11%	5%	6%	0%	7%	3%	0%	8%	5%	10%	0%	9%	3%	0%
Broadgate Estates	16%	13%	18%	11%	16%	16%	14%	8%	10%	6%	27%	8%	2%	29%	13%	61%	39%	13%	70%	13%	4%
The Source	15%	7%	8%	5%	8%	1%	1%	13%	5%	8%	5%	5%	4%	0%	-	-	-	-	-	-	-

Permanent full time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

Leavers include employee redundancies and retirement.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Employees leaving are based on FTE of leavers divided by total number of FTE at the end of the year.

For gender and age the FTE of leavers was divided by the FTE at the end of the year.

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85-86: Anti-corruption

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87-88: Customer satisfaction
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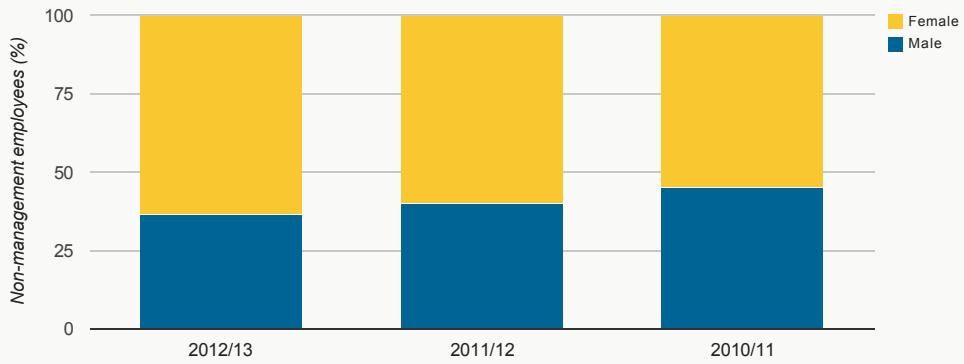
73 Staff diversity – gender GRI: LA1, LA13



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73 Staff diversity – gender GRI: LA1, LA13

	Non-management employees by gender						Management employees by gender						Board of directors by gender			
	2012/13		2011/12		2010/11		2012/13		2011/12		2010/11		2012/13		2011/12	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	30%	70%	37%	63%	55%	45%	71%	29%	74%	26%	75%	25%	83%	17%	86%	14%
Broadgate Estates	53%	47%	54%	46%	56%	44%	62%	38%	62%	38%	68%	32%	83%	17%	83%	17%
The Source	27%	73%	30%	70%	24%	76%	45%	55%	45%	55%	40%	60%	86%	14%	75%	25%
Average	**37%**	**63%**	**40%**	**60%**	**45%**	**55%**	**59%**	**41%**	**60%**	**40%**	**61%**	**39%**	**84%**	**16%**	**81%**	**19%**

Permanent full time equivalents (FTEs) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

British Land 2010/11 data for 'Non-management employees' covers all staff.

British Land 2011/12 data for 'Non-management employees' has been restated to exclude non-management employees.

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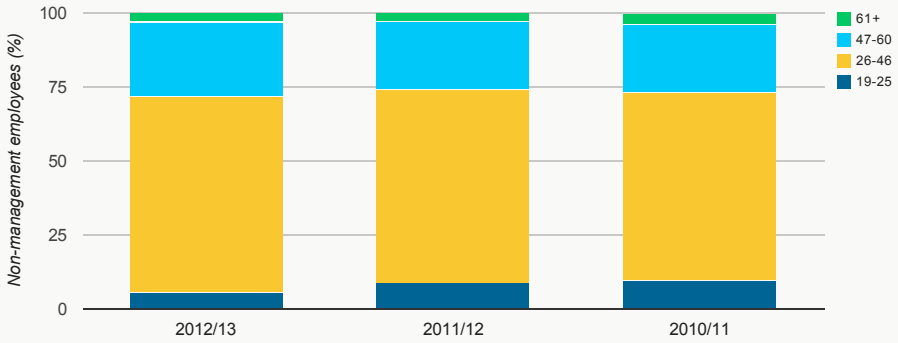
74 Staff diversity – age GRI: LA1, LA13



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74 Staff diversity – age GRI: LA1, LA13

	Non-management employees by age												Management employees by age												Board of directors by age							
	2012/13				2011/12				2010/11				2012/13				2011/12				2010/11				2012/13				2011/12			
	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+
British Land	5%	80%	14%	1%	7%	77%	16%	0%	5%	73%	20%	1%	2%	80%	17%	2%	1%	78%	21%	1%	5%	73%	20%	1%	0%	8%	58%	33%	0%	7%	57%	36%
Broadgate Estates	5%	70%	22%	4%	4%	70%	22%	4%	8%	71%	17%	4%	0%	70%	25%	5%	0%	69%	27%	4%	8%	71%	17%	4%	0%	33%	67%	0%	0%	33%	67%	0%
The Source	8%	47%	40%	5%	16%	48%	31%	5%	16%	47%	31%	6%	0%	27%	55%	18%	0%	36%	46%	18%	0%	40%	40%	20%	0%	43%	57%	0%	0%	38%	50%	13%
Average	**6%**	**66%**	**25%**	**3%**	**9%**	**65%**	**23%**	**3%**	**10%**	**64%**	**23%**	**4%**	**1%**	**59%**	**32%**	**8%**	**0%**	**61%**	**31%**	**8%**	**4%**	**61%**	**26%**	**8%**	**0%**	**28%**	**61%**	**11%**	**0%**	**26%**	**58%**	**16%**

Permanent full time equivalents (FTEs) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

British Land 2010/11 data for 'Non-management employees' covers all staff.

British Land 2011/12 data for 'Non-management employees' has been restated to exclude non-management employees.

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75 New staff GRI: LA2

	Total		Total by employee type						Total by gender				Total by age group							
	2012/13	2011/12	2012/13			2011/12			2012/13		2011/12		2012/13				2011/12			
			Employees	Management employees	Board of directors	Employees	Management employees	Board of directors	Male	Female	Male	Female	Age 19 - 25	Age 26 - 46	Age 47 - 60	Age 61 +	Age 19 - 25	Age 26 - 46	Age 47 - 60	Age 61 +
British Land	31.2	38.6	18.4	12.8	0.0	38.6			14.0	17.2	21.0	17.6	3.0	27.2	1.0	0.0	4.0	32.6	2.0	0.0
Broadgate Estates	38.0	38.0	16.0	22.0	0.0	17.0	21.0	0.0	17.0	21.0	16.0	22.0	4.0	26.0	8.0	0.0	8.0	21.0	8.0	1.0
The Source	6.8	20.5	6.8	0.0	0.0	19.5	1.0	0.0	2.8	4.0	10.0	10.5	1.0	4.8	1.0	0.0	4.5	9.8	6.2	0.0
Total number	**76**	**97.1**	**41.2**	**34.8**	**0.0**	**97.1**			**33.8**	**42.2**	**47.0**	**50.1**	**8.0**	**58.0**	**10.0**	**0.0**	**16.5**	**63.4**	**16.2**	**1.0**
New hires rate (%)	**16%**	**20%**	**8%**	**7%**	**0%**	**20%**			**7%**	**9%**	**10%**	**10%**	**2%**	**12%**	**2%**	**0%**	**3%**	**13%**	**3%**	**0%**

Permanent full-time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

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76 Discrimination GRI: G4.10, HR4, HR11

	Total incidents			Total by gender				Total by age group							
	2012/13	2011/12	2010/11	2012/13		2011/12		2012/13				2011/12			
				Male	Female	Male	Female	19 - 25	26 - 46	47 - 60	61 +	19 - 25	26 - 46	47 - 60	61 +
British Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Broadgate Estates	0	1	2	0	0	1	0	0	0	0	0	0	0	1	0
The Source	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**0**	**1**	**2**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**

Staff employed by British Land and its 100% owned subsidiaries.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Data provided by British Land, Broadgate Estates Ltd and The Source human resources departments.

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77-79: HEALTH AND WELLBEING

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77 Lost working days GRI: LA7

	Working days lost through sickness							Working days lost per 100,000 staff hours worked						
	2012/13			2011/12			2010/11	2012/13			2011/12			2010/11
	Male	Female	All	Male	Female	All	All	Male	Female	All	Male	Female	All	All
British Land	233.0	431.8	664.8	196.0	368.0	564.0	535.5	102	233	161	n/r	n/r	n/r	n/r
Broadgate Estates	461.0	363.5	824.5	541.0	334.5	875.5	881.5	225	203	215	269	189	231	244
The Source	55.0	262.0	317.0	71.5	252.0	323.5	440.0	120	238	203	136	219	193	313
Total or Average (%)	**749.0**	**1,057.3**	**1,806.3**	**808.5**	**954.5**	**1,763.0**	**1,857.0**	**447.0**	**674.0**	**579.0**	**405.0**	**407.5**	**424.0**	**557.0**

Permanent full time equivalents (FTEs) including those on maternity and paternity leave and those on sabbatical.

Excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

'Lost days' covers general absenteeism due to sickness; it would include any lost days from work related accidents.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Working days in the year are calculated as the average FTE multiplied by 260.

Lost day is calculated from the moment employee leaves work (half day for example) or does not arrive at work.

Working days lost rate is calculated as: Number of days lost multiplied by 100,000 / Number of person hours worked. Number of person hours is based on average FTEs multiplied by 260 days at 7.5 hours per day.

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78 Health and safety – staff accident frequency rate (AFR) GRI: LA7

	Accident frequency rate (number of accidents per 100,000 staff hours worked)		
	2012/13	2011/12	2010/11
British Land	0	0	0
Broadgate Estates	1.56	1.32	0.83
The Source	0	0.6	0

AFR: number of RIDDOR reported accidents per / 100,000 staff hours worked.

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

Accident frequency rate is calculated as: Number of RIDDOR reportable accidents multiplied by 100,000 / Number of person hours worked. Number of person hours is based on average FTEs multiplied by 260 days at 7.5 hours per day.

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79 Health and safety – British Land occupied demises GRI: LA7

	Reportable RIDDOR accidents					
	Fatalities			Incidents		
	2012/13	2011/12	2010/11	2012/13	2011/12	2010/11
British Land	0	0	0	0	0	0
Broadgate Estates	0	0	0	0	0	0
The Source	0	0	n/r	0	2	n/r
Total	**0**	**0**	**0**	**0**	**2**	**0**

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

Safety incidents reported to British Land, Broadgate Estates Ltd. and The Source, occuring in demises occupied by staff.

This would cover accidents to permanent employees, contractors and visitors.

British Land refers to the Head Office team.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

Accidents reported were all seven-day reportable accidents where the injured party was incapacitated for more than seven days.

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80-84: PERSONAL DEVELOPMENT

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80 Staff appraisals GRI: LA12

	Employees receiving regular performance appraisals and 360-degree feedback						
	2012/13			2011/12			2010/11
	Male	Female	All	Male	Female	All	All
British Land	n/r	n/r	n/r	100%	100%	100%	100%
Broadgate Estates	74%	70%	72%	0%	0%	0%	96%
The Source	100%	100%	100%	100%	100%	100%	-
Average %	**87%**	**85%**	**86%**	**67%**	**67%**	**67%**	**98%**

Permanent full time equivalents, excluding staff on probation.

Permanent full time equivalents (FTEs) includes those on maternity and paternity leave and those on sabbatical. Permanent FTEs excludes employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors, and consultants.

The Source refers to Meadowhall Education Limited, a 100% owned subsidiary of British Land.

In 2012/13 British Land continued annual appraisals and 360-degree feedback for all staff. Percentages were not reported as the process was completed after the financial year end.

Performance review results based on staff participating in 360-degree feedback and formal appraisals with their line managers during the year. Those on probation may also undertake the full process and others will have set objectives.

In 2011/2012 Broadgate Estates reviewed and redeveloped the annual appraisal process. Following a People Strategy Review, annual appraisals were moved from Q4 to Q1. Informal reviews took place throughout the year as an ongoing process.

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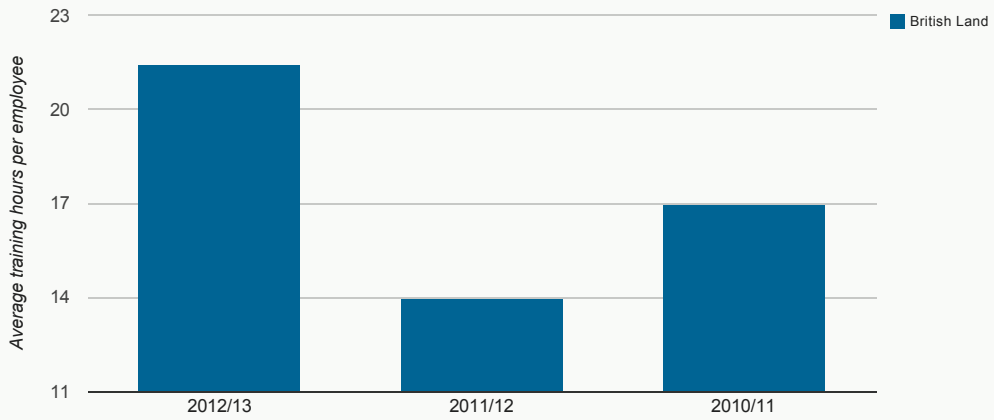
81 Staff training – average hours GRI: LA10, SO3



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81 Staff training – average hours GRI: LA10, SO3

	Average training hours per employee					
	2012/13			2011/12		2010/11
	Male	Female	All	Male	Female	All
British Land						
Average for all employees			**21.4**			**14.0**	**17.0**
Board of directors	21.0	42.0	**26.0**	13.0	15.0	
Management	22.0	28.0	**24.0**			
Employees	18.0	18.0	**18.0**			
Broadgate Estates						
Average for all employees			n/r			**10.0**	**14.0**
Board of directors	3.8	0.0	**3.0**	10.0	10.0	
Management	11.0	8.4	**10.0**			
Employees	13.2	12.2	**13.0**			
The Source						
Average for all employees			n/r			**33.8**	**17.3**
Board of directors	0.0	0.0	**0.0**	29.5	35.7	
Management	61.5	68.8	**65.5**			
Employees	10.9	12.9	**12.4**			

Permanent full-time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

Excludes employees on fixed-term contracts, internships, temporary staff, contractors and consultants.

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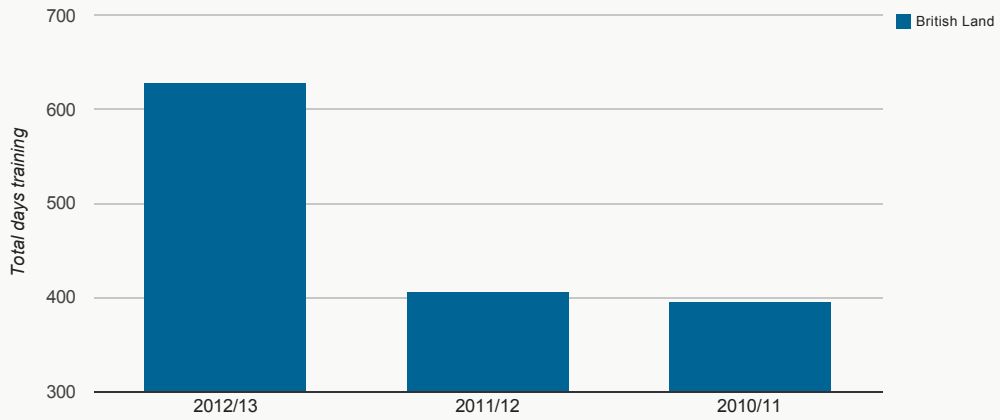
82 Staff training – total days GRI:



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82 Staff training – total days GRI:

	Total training days					Total training days per employee						
	2012/13		2011/12		2010/11	2012/13			2011/12			2010/11
	Male	Female	Male	Female	All	Male	Female	All	Male	Female	All	All
British Land												
All employees		**628.9**		**407.0**	**396.0**			n/a			n/a	n/a
Board of directors	8.5	6.0	246.0	161.0		3.0	6.0	**4.0**	2.1	1.9	**2.0**	**2.2**
Management	277.9	131.9				3.0	4.0	**3.0**				
Employees	56.7	148.0				3.0	3.0	**3.0**				
Broadgate Estates												
All employees		**270.5**		**279.0**	**356.0**			n/a			n/a	n/a
Board of directors	2.5	0.0	153.0	126.0		0.5	0.0	**0.5**	1.5	1.5	**2.0**	**2.0**
Management	131.0	62.0				1.5	1.0	**1.0**				
Employees	18.0	57.0				2.0	2.0	**2.0**				
The Source												
All employees		**210.0**		**413.0**	**193.0**			n/a			n/a	n/a
Board of directors	0.0	0.0	114.0	299.0		0.0	0.0	**0.0**	4.2	5.2	**4.8**	**2.7**
Management	41.0	55.0				8.2	9.1	**8.7**				
Employees	27.0	87.0				1.5	1.7	**1.7**				

Permanent full-time equivalents (FTEs based on 35 hours per week / 37.5 hours per week for Broadgate Estates Ltd. and The Source) as at 31 March, including those on maternity and paternity leave and those on sabbatical.

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83 Staff training – proportion undertaken by type GRI: SO3

	2012/13
British Land	
Professional	83%
Behavioural	7%
Systems, including IT	10%
Broadgate Estates	
Professional	30%
Behavioural	15%
Systems, including IT	55%
The Source	
Professional	94%
Behavioural	4%
Systems, including IT	2%

Additional data:

The percentage of 2012/13 employees who have received training on anti-corruption matters in the last two years (2011/12 - 2012/13) is as follows:

- British Land - 94%
- Broadgate Estates Ltd - 97%
- The Source - 0%

2011/12 - 2012/13 British Land result for % employees that have received anti-corruption training. This was not 100%, in part, due to three employees who were on maternity leave during the year and had not completed the training.

2011/12 - 2012/13 Broadgate Estate result for % employees that have received anti-corruption training. This was not 100% due solely to employees who were new starters shortly before the end of the reporting period and had not yet completed the training.

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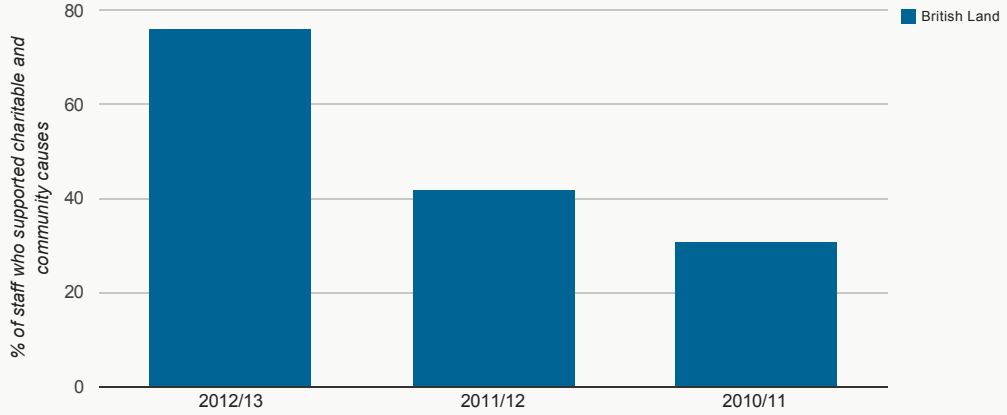
84 Staff volunteering GRI: EC8, SO9



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84 Staff volunteering GRI: EC8, SO9

	2012/13	2011/12	2010/11
Proportion of staff who supported charitable and community causes	76%	42%	31%
Average number of hours per employee spent supporting charitable and community causes	7.9	3.4	4.2

% of full-time equivalent (FTE) staff.

Covers employees who actively participated in community activities during paid working hours. This includes business-supported volunteering, other activities that directly benefited charitable or community organisations, and fundraising during work time.

FTEs comprise staff employed directly or contractually by British Land at our Head Office: 188 of 248 staff volunteered in 2012/2013; 93 of 232.2 in 2011/12; 60 of 202.9 in 2010/11.

The average number of hours per employee is based on all FTEs at British Land. The total number of hours recorded is: 2012/13 - 1950; 2011/12 – 796; 2010/11 863.

In June 2012 we held our first Community Day, where staff were given the opportunity to take part in one of ten community projects. 163 staff took part, which equates to 66% of staff. If we were to remove the Community Day from these figures, the staff volunteering figure would be 34%.

Details of staff participating in community activities during working hours are recorded by Head Office.

FTE figures are provided by HR on a quarterly basis and the average figure across the reporting period is applied.

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85-86: ANTI-CORRUPTION

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85 Risk management GRI: SO2

	Analysed for risks related to corruption	
	2012/13	2011/12
British Land	100%	100%
Broadgate Estates	100%	100%
The Source	100%	100%

In 2012/13, KPMG updated an assessment of British Land's procedures in relation to the risk of bribery and corruption originally completed in early 2011. Recommendations arising from that update will be reviewed and responded to this year; none of these were major. Progress with these matters will be reported internally.

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85-86: ANTI-CORRUPTION

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86 Incidents GRI: SO4

	2012/13	2011/12
Number of corruption incidents	0	0

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We aim to be the partner of choice for occupiers, understanding and anticipating their needs and helping them to achieve their objectives by providing modern, flexible accommodation in the best locations.

2013 OCCUPIER SURVEY

8.0	8.0 out of 10 office occupier satisfaction score (2011: 7.5)	**7.7**	7.7 out of 10 retail occupier satisfaction score (2011: 7.7)	**7.8**	7.8 out of 10 total occupier satisfaction score (2011: 7.6)
219	219 occupiers participated in our 2013 satisfaction survey	**95%**	95% of occupiers in our new office buildings rate us good or excellent	**82**	8.2 out of 10 for interaction on environmental issues (2011: 7.8)

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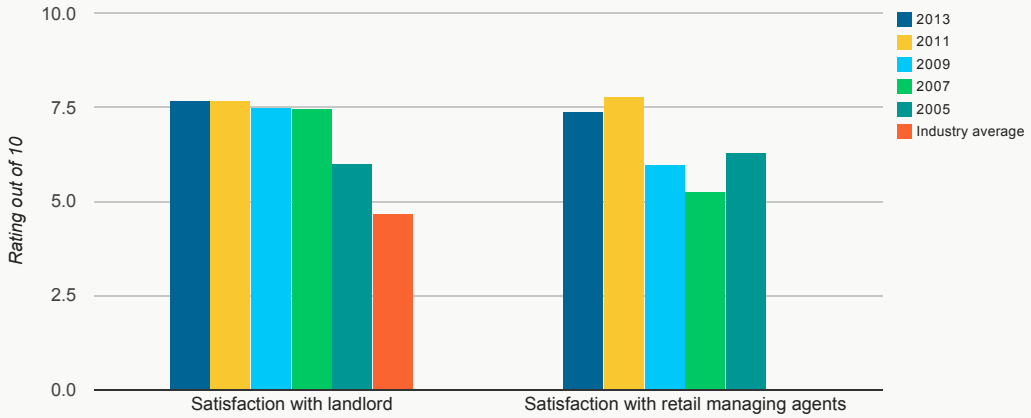
87 Retail satisfaction GRI: PR5



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87 Retail satisfaction GRI: PR5

	Rating out of 10					
	2013	2011	2009	2007	2005	Industry average
Satisfaction with landlord	7.7	7.7	7.5	7.5	6.0	4.7
Communication with landlord	7.6	7.0	7.4	7.4	-	5.0
Service charge arrangements	8.3	7.2	7.3	4.0	-	4.7
Interaction on environmental issues	-	6.6	-	-	-	3.8
Satisfaction with retail managing agents	7.4	7.8	6.0	5.3	6.3	-
Understanding needs	7.6	7.2	7.1	7.2	5.0	-
Responsiveness	7.5	7.7	7.3	6.0	-	-
Value for money (service charge)	7.3	6.4	5.8	-	6.0	-
Scope (number of retailers)	*33/749*	*37*	*30*	*24*	*38*	-

Independent survey of occupiers in British Land's UK managed properties by The Leadership Factor: 33 Property Directors and service charge contacts; 133 Store Managers and day-to-day contacts.

We report scores out of 10, so that our performance can easily be benchmarked against the Property Industry Alliance's Occupier Satisfaction Survey 2012, which is the industry average.

Where we have historic data for comparable questions, this has been converted to out of 10 scores, to reveal satisfaction trends.

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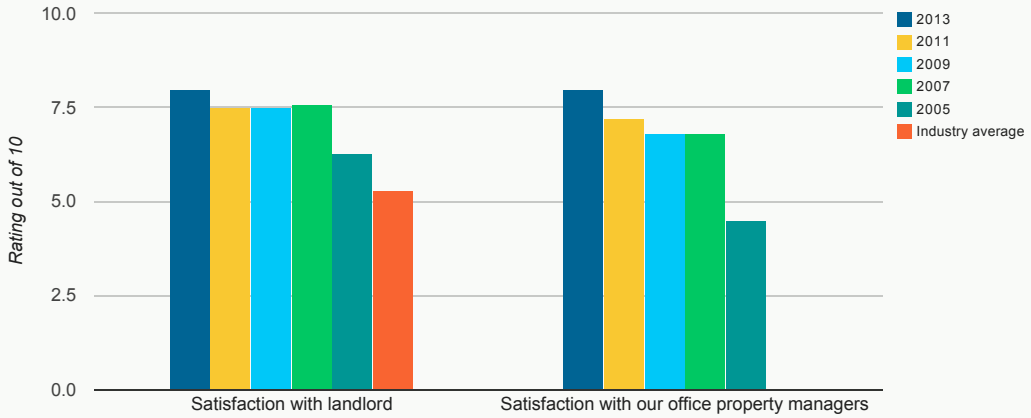
88 Office satisfaction GRI: PR5



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35-36: Health and safety
37: Environmental compliance

DEVELOPING SUSTAINABLE BUILDINGS
38: Sustainability ratings
39-40: Energy
41: Water
42-44: Waste management and materials
45-46: Land and biodiversity
47: Health and safety
48: Environmental compliance

CARBON EMISSIONS
49-50: Our carbon footprint
51: Our carbon intensity
52: Like-for-like carbons emissions
53 : Our Head Office emissions

SUPPORTING COMMUNITIES
54-60: Investment and contributions
61-62: Socio-economic contributions
63-64: Community Charter
65-66: Local satisfaction

ENGAGING STAFF
67-72: Employment
73-76: Equal opportunities and non-discrimination
77-79: Health and wellbeing
80-84: Personal development
85-86: Anti-corruption

CUSTOMER SATISFACTION
87-88: Customer satisfaction
89: Customer satisfaction in new buildings

88 Office satisfaction GRI: PR5

	Rating out of 10					
	2013	2011	2009	2007	2005	Industry average
Satisfaction with landlord	8.0	7.5	7.5	7.6	6.3	5.3
Communication with landlord	7.7	7.3	7.3	7.9	-	5.0
Service charge arrangements	7.7	7.7	6.0	6.4	-	4.7
Interaction on environmental issues	8.2	7.8	-	-	-	3.8
Satisfaction with our office property managers	8.0	7.2	6.8	6.8	4.5	-
Understanding needs	7.9	7.2	7.0	6.9	6.4	-
Responsiveness	7.8	7.1	8.1	7.1	-	-
Value for money (service charge)	7.1	6.9	5.6	-	6.0	-
Scope (number of occupiers)	*53/198*	*28*	*20*	*16*	*20*	-

Independent survey of occupiers in UK managed properties by The Leadership Factor: 53 respondents.

We report scores out of 10, so that our performance can easily be benchmarked against the Property Industry Alliance's Occupier Satisfaction Survey 2012, which is the industry average. We have reported industry average data for all measures where it is available.

Where we have historic data for comparable questions, this has been converted to out of 10 scores, to reveal satisfaction trends.

PERFORMANCE DATA
CUSTOMER SATISFACTION
89: CUSTOMER SATISFACTION IN NEW BUILDINGS

MANAGING BUILDINGS EFFICIENTLY
1-14: EPRA
15-23: Energy use and ratings
24-25: Like-for-like energy use
26-27: Like-for-like water use
28-29: Like-for-like waste
30-33: Head Office
34: Biodiversity
35-36: Health and safety
37: Environmental compliance

DEVELOPING SUSTAINABLE BUILDINGS
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87-88: Customer satisfaction
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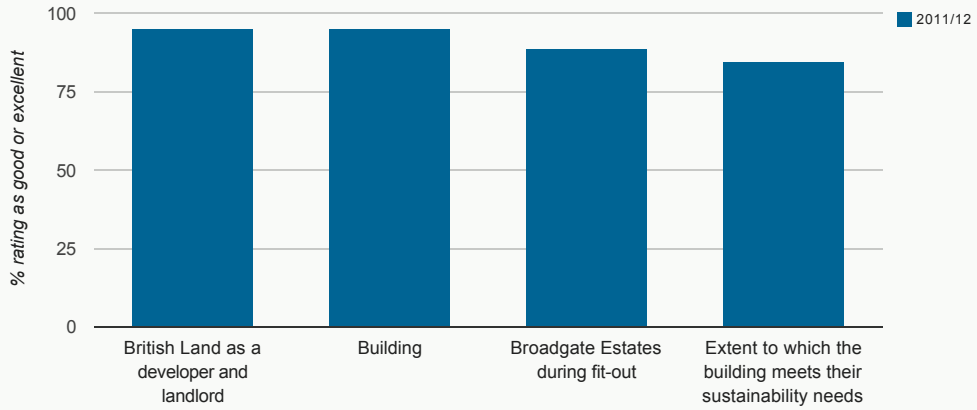
89 Occupier satisfaction in new buildings GRI: PR5



PERFORMANCE DATA
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89: CUSTOMER SATISFACTION IN NEW BUILDINGS

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CUSTOMER SATISFACTION
87-88: Customer satisfaction
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89 Occupier satisfaction in new buildings GRI: PR5

	Office customers rating as excellent or good	
	2012/13	2011/12
British Land as a developer and landlord	No survey	95%
Building	No survey	95%
Broadgate Estates during fit-out	No survey	89%
Extent to which the building meets their sustainability needs	No survey	85%

New office developments: 201 Bishopsgate, The Broadgate Tower, 10 Triton Street, 20 Triton Street and Ropemaker Place.

Independent post occupancy surveys by RealService: 25 respondents.

TARGETS, KPIS & MANAGEMENT ACTIONS
2015 TARGETS

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

We report progress against our 2015 targets annually. Our key performance data is assured by PwC. We also report annually on our key performance indicators and on the management actions that we set annually to drive progress.

2015 TARGETS	2013 PROGRESS
MANAGING BUILDINGS EFFICIENTLY	
To achieve 40% less landlord-influenced energy use across our existing portfolio, compared to 2009.	– Since 2009, we have achieved 38% less landlord-influenced energy use across our like-for-like portfolio (heating degree day adjusted), saving occupiers £5.2 million and cutting carbon emissions by 39,600 tonnes.
Where we take on management responsibility for major new buildings, to achieve 30% less landlord-influenced energy use within five years.	– Since 2011, we have added three properties, achieving 33% reductions in two years (heating degree day adjusted). Since 2012, we have added two properties, achieving 3.5% reduction in one year. Across all five properties, we have achieved cumulative savings of £163,000.
To send zero managed waste to landfill.	– 90% diverted from landfill at our properties (2012: 87%) – £1.7 million landfill tax savings through recycling over the last three years.
To reduce managed water use by 20% for each property type, compared to 2009.	– Since 2009, we have reduced water use across our like-for-like portfolio by 18%, saving occupiers £150,000.
DEVELOPING SUSTAINABLE BUILDINGS	
To get planning permission for a showcase sustainable building.	– We developed a shortlist of projects for the showcase building, where we can push the boundaries of sustainable design, responsible construction, ethical procurement and community engagement.
To send zero managed waste to landfill.	– 95% of waste at our developments diverted from landfill, slightly down on 98% last year, but an upwards trend from 85% four years ago – We have diverted 724,561 tonnes diverted from landfill on our developments over the last three years.
CARBON EMISSIONS	
To reduce our like-for-like carbon emissions (Scope 1 and 2) by 40%, compared to 2009.	– Since 2009, we have achieved 33% less Scope 1 and 2 emissions across our like-for-like portfolio (heating degree day adjusted), saving 29,900 tonnes of carbon – This is a new target.

2015 TARGETS	2013 PROGRESS
SUPPORTING COMMUNITIES	
To implement our Community Charter at all our major properties and developments.	– 64% progress on our Community Charter in the first year – £20.9 million contributed to communities through the planning process (2012: £11.6 million) – £1.3 million community investment, through cash, time and gifts in-kind (2012 £1.1 million).
ENGAGING STAFF	
To maintain one star accreditation in The Sunday Times Best Companies to Work For. *	– One Star accreditation in The Sunday Times Best Companies to Work For (2012: One Star).
To continue annual appraisals and 360° feedback for all staff, and introduce more regular feedback throughout the year.	– We continued our annual appraisals and 360° feedback for all staff – We launched a new online system where objectives and training can be updated during the year to enable ongoing discussion with line managers – We provided one-to-one coaching relating to feedback for a number of managers.
CUSTOMER SATISFACTION	
To score 8.0 out of 10 on customer satisfaction with British Land. ǂ	– In our 2013 independent customer survey our occupiers scored satisfaction with British Land 7.8 out of 10 on average (2011: 7.6), outperforming the industry average of 5.1.
To score 8.0 out of 10 on customer satisfaction with our managing agents. ǂ	– In our 2013 independent customer survey our occupiers scored satisfaction with our managing agents 7.6 out of 10 on average (2011: 7.6).

* To identify opportunities to improve staff satisfaction, we ask staff to complete The Sunday Times Best Companies to Work For survey. We have therefore changed our Engaging staff target from 85% staff satisfaction to a One Star Accreditation in The Sunday Times Best Companies to Work For.

ǂ To align our reporting with the Property Industry Alliance's annual Occupier Satisfaction Survey (OSS) and make it easier for people to benchmark our performance, we have changed how we report on customer satisfaction. We now report scores out of 10, in line with OSS, rather than the proportion of occupiers rating us good or excellent. We have restated historic scores to reflect this new approach and have adjusted our targets from 80% satisfaction to 8 out of 10 scores.

TARGETS, KPIS & MANAGEMENT ACTIONS
KEY PERFORMANCE INDICATORS

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

In 2013, we identified a series of key performance indicators that we report on annually. Indicators for Managing Buildings Efficiently and Carbon Emissions align with epra best practice recommendations on sustainability reporting for managed properties. Key performance data is assured by PwC. The scope column shows number of assets reporting / total number of applicable assets.

MANAGING BUILDINGS EFFICIENTLY *		2012/13	2011/12	2010/11	Scope
EPRA 3.1: Energy consumption from electricity (kWh)		175,062,977	190,840,045	206,267,428	420/430
EPRA 3.2: Energy consumption from district heating and cooling (kWh)		348,506	134,662	198,534	1/1
EPRA 3.3: Energy consumption from fuels (kWh)		29,789,499	25,840,122	33,746,087	42/45
EPRA 3.4: Building energy intensity (kWh per m²)	Offices	274.73	300.93	315.38	25/25
	Shopping centres	56.65	54.10	64.76	11/11
	Retail parks	10.00	10.35	10.86	56/56
EPRA 3.4: Building energy intensity (kWh per workstation or 10,000 visitors)	Offices	6,302	6,736	8,540	25/25
	Shopping centres	2,171	2,672	3,658	11/11
	Retail parks	419	342	312	56/56
EPRA 3.8: Water withdrawal by source (m³)		662,954	699,503	655,494	102/105
EPRA 3.9: Building water intensity (m³ per m²)	Offices	0.66	0.75	0.67	26/26
	Shopping centres	0.26	0.24	0.21	10/10
	Retail parks	0.28	0.31	0.28	20/20
EPRA 3.9: Building water intensity (m³ per workstation or 10,000 visitors)	Offices	14.96	15.94	18.01	26/26
	Shopping centres	9.89	11.17	11.98	10/10
	Retail parks	11.98	14.69	13.82	20/20
EPRA 3.10 and 3.11: Waste by disposal route (tonnes and %)	Recycled	10,660 (61%)	10,326 (57%)	8,644 (52%)	76/80
	Incinerated	5,153 (29%)	5,555 (31%)	5,289 (32%)	76/80
	Landfilled	1,739 (10%)	2,238 (12%)	2,748 (16%)	76/80

DEVELOPING SUSTAINABLE BUILDINGS I		2012/13	2011/12	2010/11	Scope
% energy efficiency of new developments against relevant Building Regulations		27%	20%	30%	14/15
% of developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail		100%	-	-	22/22
Tonnes of waste diverted from landfill		428,588	196,053	99,920	34/35
Tonnes of waste sent to landfill		22,070	4,538	5,086	34/35
% of waste diverted from landfill		95%	98%	95%	34/35
% of waste sent to landfill		5%	2%	5%	34/35
Considerate Constructor Scheme average score (out of 40)		34.4	34.2	33	17/39
Reportable accident rate per 100,000 hours worked		0.24	0.35	0.46	34/35
Lost day accident rate per 100,000 hours worked		0.1	0.14	0.46	34/35
CARBON EMISSIONS *		**2012/13**	**2011/12**	**2010/11**	**Scope**
EPRA 3.5: Direct (Scope 1) greenhouse gas emissions (tonnes CO_2e)		8,035	6,635	8,239	42/45
EPRA 3.6: Indirect (Scope 2) greenhouse gas emissions (tonnes CO_2e)		102,177	110,799	119,833	420/430
EPRA 3.7: Greenhouse gas intensity from building energy (tonnes CO_2e per m²)	Offices	0.149	0.163	0.169	25/25
	Shopping centres	0.030	0.030	0.033	11/11
	Retail parks	0.005	0.006	0.006	56/56
Greenhouse gas intensity from building energy (tonnes CO_2e per workstation or 10,000 visitors)	Offices	1.11	1.30	1.70	25/25
	Shopping centres	0.94	1.15	1.55	11/11
	Retail parks	0.18	0.15	0.14	56/56
Like-for-like carbon emissions (Scope 1 and 2)		23,805	26,865	29,526	62/62

TARGETS, KPIS & MANAGEMENT ACTIONS
KEY PERFORMANCE INDICATORS

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

Continued from previous page.

SUPPORTING COMMUNITIES ‡	2012/13	2011/12	2010/11	Scope
% of major assets with community plans	81%	-	-	49/49
% of major assets with local procurement	7% strong performance or best practice 76% good start		-	48/49
% of major assets with training, education or local employment schemes	71% strong performance or best practice 22% good start	-	-	47/49
Total number of apprentices at our assets, employed by us or our suppliers	90	24	-	47/49
ENGAGING STAFF **	**2012/13**	**2011/12**	**2010/11**	-
Accreditation in The Sunday Times Best Companies to Work For	One Star	One Star	-	-
% of staff receiving appraisals	nr	100%	100%	-
Total days of training provided	629	407	396	-
Hours of training provided per person	21	14	17	-
% staff retention	87%	89%	92%	-
% of staff volunteering in work time	76%	42%	31%	-

* As per EPRA Best Practice recommendations, total energy and water data covers energy and water procured by British Land. Energy, water and carbon intensity indicators data covers whole building usage for offices and common parts usage for shopping centres and retail parks.

ǂ *Developing sustainable buildings* health and safety accident rates are not comparable year-on-year due to changes in the recommended approach to reporting.

‡ From 2014, *Supporting communities* indicators will be our performance scores on key Community Charter commitments.

** *Engaging staff* indicators relate to full time equivalents at our Head Office. We have changed our staff satisfaction indicator to our accreditation score in The Sunday Times Best Companies to Work For, in line with the changes to our 2015 staff satisfaction target. In 2012/13 British Land continued annual appraisals and 360° feedback for all staff. Percentages were not reported as the process was completed after the financial year end.

TARGETS, KPIS & MANAGEMENT ACTIONS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

As we work towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to report on our progress against our 2013 management actions.

MANAGING BUILDINGS EFFICIENTLY	2013 PROGRESS	% COMPLETE
Continue to implement environmental action plans to reduce energy use, save water, manage waste responsibly and enhance biodiversity at 27 priority assets, representing 83% of our energy consumption.	We have implemented environmental action plans at our 30 priority assets. We have secured approval to install automatic meter reading (AMR) at all of our assets in 2013 and have reviewed our long term asset replacement schedules to identify future opportunities for plant replacement.	100%
Work with other landlords through the Better Buildings Partnership to introduce a landlord energy rating scheme that enables landlord performance to influence letting and drive market change.	The Better Buildings Partnership (BBP) has developed a specification for a Landlord Energy Rating scheme and has piloted this at some 100 buildings. The BBP is now exploring ways to launch this scheme to the market on a voluntary basis.	50%
Explore recycling solutions for food waste at our shopping centres and offices and implement where feasible.	We explored opportunities at Broadgate in the City of London and Meadowhall Shopping Centre in Sheffield, which are two of our biggest generators of waste. At Meadowhall, the team introduced a scheme to compost almost 150 tonnes of food waste each year. This is being delivered in partnership with retailers and ReFood, a regional facility that recycles food through anaerobic digestion. At Broadgate, we have also undertaken an estate wide review of our waste management, introducing a food waste stream to all occupiers.	70%
Pilot ways to optimise water use in our multi-let offices and continue to work with our development teams on water sub-metering.	We have piloted waterless urinals at six properties and will introduce this as a standard across our portfolio in 2013, retrofitting where it is appropriate. We are also currently piloting our proven energy dynamic monitoring and optimisation process for water at Exchange House.	70%

DEVELOPING SUSTAINABLE BUILDINGS	2013 PROGRESS	% COMPLETE
Develop and get agreement for a business plan for our showcase sustainable building.	We developed a shortlist of projects for the showcase building, where we can push the boundaries of sustainable design, responsible construction, ethical procurement and community engagement. We established a steering committee to identify a more specific project, holding the first meeting in November 2012. Our Executive Committee approved the budget in March 2013.	50%
Continue to apply our Sustainability Brief for Developments, or an equivalent, to all developments over £300,000, where British Land is funding at least 50% of the development.	Most projects are performing well on the requirements set out in our Sustainability Brief for Developments, with some adaptation of core targets to suit development conditions. We have made particular efforts on projects starting this year where we have new designers and project teams. We are also working closely with the project teams on several retail projects, where more progress is needed.	90%
Develop and trial a tool to predict energy use in developments to inform leasing discussions with potential occupiers.	At 199 Bishopsgate, where we recently carried out a major refurbishment project, we commissioned Chapman Bathurst to develop an energy modelling tool to predict an occupier's energy consumption and costs. The finished tool enables users to easily change 20 variables, including forecast occupier electronics use, opening hours and occupant behaviour, to see the implications for energy use and operating costs. Our leasing team will share the user-friendly Excel-based tool with interested prospective occupiers.	75%
Review procurement on current developments to drive responsible procurement on future developments, focusing on embodied carbon, ethical standards and environmental standards.	We commissioned a detailed third party review of our procurement approach in November 2012. This reviewed specific projects as well as comparing our approach with other construction companies as well as leaders from other sectors. We have discussed the results with an internal steering group and recommendations will be included in the next version of the Sustainability Brief, to be published in 2013.	100%
Work with theUK Green Building Counci (UK-GBC) and other industry bodies to influence the development of Building Regulations for energy efficiency.	We supported the British Property Federation in drafting a letter to Government on the importance of regulatory certainty. We also signed a letter from the UK-GBC to Government, which demanded a strengthening of the Part L Building Regulations. In addition, we participated in a UK-GBC webinar in early 2013 that examined sustainability within the planning system. We also continued to share our experience and expertise with the Government, industry bodies and other stakeholders.	100%

TARGETS, KPIS & MANAGEMENT ACTIONS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

Continued from previous page

CARBON	2013 PROGRESS	% COMPLETE
Explore ways to extend Scope 3 carbon reporting to include travel to and from our properties by occupants and the public.	We commissioned a review of emissions relating to energy purchased directly by occupiers in our buildings (beyond landlord-influenced energy use). We published the findings in our Corporate Responsibility Report 2013 and our Full Data Report 2013. www.britishland.com/carbon2013	100%
Explore ways to extend Scope 3 carbon reporting to include energy use procured directly by occupiers.	We commissioned a review of emissions relating to travel to and from our properties (by occupiers and their employees, as well as by shoppers and other visitors). We published the findings in our Corporate Responsibility Report 2013 and our Full Data Report 2013. www.britishland.com/carbon2013	100%
SUPPORTING COMMUNITIES	**2013 PROGRESS**	**% COMPLETE**
Develop and implement community plans at all major properties and developments, focused on our Charter commitments.	81% of our major assets have a formal Community Plan, with 100% having some form of community activity taking place.	81%
Establish and implement local procurement policies at all major properties and developments.	Local procurement has been challenging. On our developments, we are writing requirements into tender documents and supporting initiatives such as 'meet the buyer' events at Regent's Place, which has helped upskill local businesses. At our properties, we are updating procurement policies to create local opportunities where possible. We are also looking at opportunities to support small businesses around the UK, encouraging growth.	38%
Implement training, education or local employment schemes at all major properties and developments.	We are supporting retail training and apprenticeship programmes in Edinburgh, Hull, Preston, Rotherham and Sheffield, and construction apprenticeships at many of our developments in London. We also have good education, training or local employment schemes in Basildon, Chester and London.	60%
Pilot a supply chain initiative at Broadgate to maximise local employment and apprenticeship opportunities.	We have launched an innovative local employment project with the East London Business Alliance, which has engaged 236 East London residents and 25 of our suppliers at Broadgate in the City of London. As a result, 23 local residents have already found sustainable employment with our Broadgate supplier partners.	100%

ENGAGING STAFF	2013 PROGRESS	% COMPLETE
Revise our training programme, to reflect our company values, and meet our skills and governance requirements.	Training opportunities that reflected our company values and supported our skills and governance requirements included: – *Integrity:* New respect and fairness in the workplace training for all staff to ensure they are fully aware of their obligations under the Equality Act 2010, as well as assisting with understanding of diversity in the workplace. We also continued to provide anti-bribery training for all new starters. – *One team:* Over 160 staff participated in our first Community Day, and over 90% said it had increased their pride in the company and was an effective teambuilding activity. We also held a team building day for our Executive Committee's secretarial staff. – *Excellence:* A new personal effectiveness programme for senior members of the finance team and a coaching course for managers to help them in managing their teams. In addition, through our Team GB sponsorship, 10 of our developing leaders attended coaching sessions for Olympic athletes, to help them maximise their performance, and 12 managers took part in a personal development course at the Olympic Park. Next year, we will continue to review and develop our training programme, including offering more training opportunities in-house.	50%
Reinforce our company values through our recruitment and personal development processes.	All British Land job descriptions now show the corporate values related to the competencies and experience we are looking for from individuals. We reviewed our recruitment agencies we use to ensure they have the same equal opportunities values as British Land. We updated our appraisal format so that objectives and development opportunities can be linked to our corporate values.	70%
Continue to undertake staff surveys every two years.	Over 80% of staff completed The Sunday Times Best Companies to Work For survey.	100%
Improve our induction programme, providing more information about our industry and opportunities for interaction with other teams. Where appropriate, also offer to existing staff.	We ran an Introduction to Property training course for those new to the industry. Our Chief Executive Chris Grigg is holding breakfast and lunch sessions for new starters. We offered tours of two of our major development sites during the year. Next year, we will continue to improve our induction process.	30%

Continued on next page

TARGETS, KPIS & MANAGEMENT ACTIONS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

Continued from previous page

ENGAGING STAFF	2013 PROGRESS	% COMPLETE
Develop a new Staff Handbook, reviewing all policies and procedures, and making it more accessible for all.	We developed a new Staff Handbook, reviewing all policies and procedures. This is now going through the final checking phases with senior management and will be launched in the coming year.	70%
Achieve 50% staff volunteering (up from 42%), focusing on skills-based opportunities.	76% of staff took part in community activities in work time, with 12% regularly volunteering in schools and 5% supporting skills-based opportunities.	100%

TARGETS, KPIS & MANAGEMENT ACTIONS
NEW MANAGEMENT ACTIONS FOR 2014

2015 TARGETS
KEY PERFORMANCE INDICATORS
PROGRESS ON MANAGEMENT ACTIONS FOR 2013
NEW MANAGEMENT ACTIONS FOR 2014

As we work towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to set out our management actions for the coming year.

MANAGING BUILDINGS EFFICIENTLY

- Continue to implement environmental action plans at our major assets (30 assets). This will include undertaking Energy Performance Certificates (EPCs) at all assets and development of action plans where our EPC standards are not met, the introduction of automatic meter reading for those non-domestic assets which don't already have this and a retail portfolio lighting review to identify opportunities for energy efficient LED lighting.
- Continue to work with the Better Buildings Partnership to introduce a landlord energy rating scheme for non-domestic buildings. We hope that the voluntary introduction of this scheme by landlords will, in time, transform the letting market whereby occupiers specify minimum energy ratings in buildings when leasing space.
- We will work with the industry to develop a methodology to enable comparison of energy use between the original design assumptions and the actual operational performance. This will help to inform future design, as well as identify opportunities for operational reductions in energy.
- We have capital expenditure plans across the retail portfolio for the introduction of waterless urinals and more efficient taps. In addition we are piloting a water optimisation process (similar to our energy optimisation already implemented) at Exchange House in Broadgate.

DEVELOPING SUSTAINABLE BUILDINGS

- Have a showcase project defined, and location and/or customer selected, along with internal support.
- Update our Sustainability Brief for Developments with input from responsible sourcing review, lessons learnt, external stakeholders, and our supply chain.
- Continue to apply our Sustainability Brief for Developments, or an equivalent, to all developments over £300,000, where British Land is funding at least 50% of the development.
- Support at least one industry project which furthers understanding and awareness about embodied carbon in our supply chain.

CARBON

- Review and publish a revised carbon strategy.

SUPPORTING COMMUNITIES

- We will develop frameworks for implementation of our Community Charter at sites where we intend to develop or acquire.
- We will understand the current position in relation to local procurement at major assets. This will include undertaking a baseline analysis and identify opportunities where future local procurement may be appropriate with a view to increase the proportion of supply locally.
- Continue to identify education, training and local employment opportunities across the portfolio. This will include learning from our supply chain employment work at Broadgate and determining the extent to which this model is transferable across our major assets.
- Continue to work with our supply chain and occupiers to identify apprenticeship opportunities. We intend to increase the number of apprenticeships we support and encourage significantly.

ENGAGING STAFF

- Continue to review and develop our training programme, including offering more training opportunities in-house.
- Introduce initiatives to support gender diversity in the workplace and hold workshops to discuss other areas of diversity.
- Continue to undertake an annual staff survey.
- Publish our new Staff Handbook, making it more accessible for all.
- Achieve 80% staff volunteering, with a continued focus on skills-based opportunities.
- Continue to improve our induction process.

CUSTOMER SATISFACTION

- Develop new customer-focused action plans, informed by feedback from our 2013 occupier survey.
- Communicate our 2013 occupier survey results and outline key initiatives to further improve customer satisfaction.

REPORTING CRITERIA
REPORTING CRITERIA

REPORTING CRITERIA
MANAGING BUILDINGS EFFICIENTLY
DEVELOPING SUSTAINABLE BUILDINGS
CARBON
SUPPORTING COMMUNITIES
ENGAGING STAFF
CUSTOMER SATISFACTION

INTRODUCTION

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting corporate responsibility (CR) data in our CR Report and this Full Data Report. Further explanations are provided in each section of this Full Data Report.

PRINCIPLES

- We report data on issues relevant to our corporate responsibility commitments
- The data reported is meaningful and consistent with the explanatory notes
- Data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the report
- Data is as accurate and complete as practical and feasible
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time
- Assumptions or estimations are stated and explained
- Exclusions are stated and explained
- Certain key data is independently assured. Wherever the data is assured, we make an explicit statement to confirm this.

BOUNDARY

All figures in this report cover the period from 1 April 2012 to 31 March 2013 unless otherwise stated.

- We report data wherever we have operational or management influence. This includes properties and projects 100% owned by British Land and those where we have a stake in a joint venture or investment fund
- Number of managed properties: 431
- Number of managed development projects: 74
- The data in this report covers performance across 96% of our entire managed portfolio and 100% of our development portfolio based on value. We focus on our managed and development portfolio, which comprises 69% of our total investment portfolio by value, as this is where we can influence performance
- Where we report our energy use associated with the Carbon Reduction Commitment (CRC), this follows CRC footprint guidance and includes energy use where British Land is the counterparty to the energy purchase contract. In light of this, our CRC reporting boundaries are different to our CR reporting boundaries
- Operational or management influence is referred to as management influenced, managed or landlord-influenced throughout this report
- We have applied the Global Reporting Initiative's (GRI) G3.1 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement by interpreting their requirements against our operations. Our assurers, PricewaterhouseCoopers LLP (PwC) has confirmed that our GRI reporting has achieved a B+ level
- So you can be confident that we are reporting accurately - and on those issues most material to our business and our stakeholders - we have engaged PwC to perform independent limited assurance of a selection of our most material 2012/13 data reported in this Full Data Report. We identified our key data to be assured with PwC, using results from wider stakeholder engagement and with reference to our overall CR strategy. PwC's assurance report is included in this Report in the Assurance Statement section. The selection of data included in the scope of PwC's assurance is laid out in their report. PwC also assured a selection of our 2011/12 and 2010/11 data. Earlier data was assured by another provider.

METHODOLOGY

Estimations

- We aim to capture all relevant data, but, where this is not feasible, we estimate figures and pro-rata available data wherever practical. Where we estimate, we make this clear in the reporting criteria or the data notes
- Oil use data is measured where possible. Otherwise it is estimated based on the run time of plant.

Restatements

- We aim to ensure data is as accurate and comparable between years as possible. Where updated or new data is available, we restate figures for prior years, where the restatement is material. Where we have done this, we provide details below or in the data notes.

Acquisitions, disposals and newly managed properties

- Data from properties acquired or sold, or which are under our operating influence during the reporting period, are reported from the date of purchase / management or until the date of sale.

Unit and price conversion factors

- UK energy costs are calculated using 'DECC and National Statistics publication: Quarterly energy prices March 2013'. Averages are assumed for all energy costs
- For Continental Europe - €/kWh was used based on information provided in Europe's energy portal http://energy.eu/#prices
- The electricity price was applied to Continental Europe geothermal energy use as no data was available
- An exchange rate of 0.8758 £:€ was applied (sourced from http://www.x-rates.com)
- Water cost factors are based on the prices of our largest water supplier, Thames Water, as Ofwat no longer provides national water cost data. Water cost figures for 2012/13 have been sourced from: 'Thames Water Metered charges-2012 – 2013'
- Energy and water cost savings were calculated by multiplying any decrease in kWh between reporting years, and applying current year cost factors
- Energy savings also include any reduction in CRC payments associated with reduced carbon emissions
- Landfill tax costs and savings were calculated by multiplying waste by the relevant landfill tax cost factor for each year (see table). Landfill tax rates sourced from www.hmrc.gov.uk
- Fuel use was converted from litres to kWh using Carbon Trust recommended factors (see table)
- Numbers may not add up due to rounding
- 'nr' indicates where data is not available and has not been reported
- 'n/a' indicates where data is not applicable
- '-' indicates 0, except in *Managing buildings efficiently* where it indicates data is not applicable
- The GRI indicator reference number is provided next to relevant figures.

Carbon Trust Recommended Conversion Factors

Resource type	Unit	Rate
Oil	Litres	11.85
Diesel		10.96
LPG		6.98
Petrol		9.61
Gas	m³	11.128

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Country	Resource type (per kWh/m³/tonne)	Rates		
		2012/13	2011/12	2010/11
United Kingdom	Electricity	£0.0946	£0.0900	£0.0842
	Gas	£0.0271	£0.0265	£0.0212
	Fuel oil	£0.9861	£0.6810	£0.5414
	Petrol	£1.3547	£1.2383	n/a
	Red diesel	£0.7200	£0.7200	n/a
	Water	£1.2263	£1.1782	£1.1528
	Landfill tax	£64.00	£56.00	£48.00
	Landfill tax (demolition)	£2.50	£2.50	£2.50
France	Electricity	£0.0680	£0.0697	£0.0455
	Gas	£0.0362	£0.0380	£0.0205
	Fuel oil	£1.1333	£0.8460	£0.7979
	Water	£1.2263	£1.1782	£1.1528
Spain	Electricity	£0.0869	£0.1043	£0.0708
	Gas	£0.0322	£0.0318	£0.0180
	Fuel oil	£0.9862	£0.8280	£0.7733
	Water	£1.2263	£1.1782	£1.1528
Portugal	Electricity	£0.0883	£0.0931	£0.0610
	Gas	£0.0367	£0.0365	£0.0187
	Fuel oil	£1.0588	£1.0860	£0.9380
	Water	£1.2263	£1.1782	£1.1528
Italy	Electricity	£0.1264	£0.1409	£0.0884
	Gas	£0.0365	£0.0317	£0.0191
	Fuel oil	£1.2314	£1.2360	£1.2007
	Water	£1.2263	£1.1782	£1.1528

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BOUNDARY

- Assets where we have operational influence are those, irrespective of our ownership, where there are multi-let assets with common parts (and sometimes shared services) under our management responsibility
- In value terms, our total investment portfolio consists of 55% multi-let assets, 36% single-let assets, and 0.1% residential. The remaining 9% is our developments portfolio
- Assets are not reported where we do not have management responsibility, irrespective of our investment stake
- Broadgate Estates is wholly owned by British Land and is the building manager for all British Land's multi-let offices. It also manages other buildings which are not owned by British Land. Broadgate Estates is mentioned explicitly where its performance is reported
- All staff at The Source in Sheffield are employed through Meadowhall Education Limited, which is wholly owned by British Land. The Source is mentioned explicitly where it is reported and is accounted for as an office property
- British Land has investment stakes and management responsibility for properties located in the UK, Spain, France, Italy and Portugal. We manage and report data on a portfolio basis, segmented as follows in line with our financial reporting: offices, shopping centres and retail parks
- This year, we had influence over resource use (common parts and some shared services) in 118 non-domestic properties with a floor area of 1,912,392m^2. This compares to 111 commercial properties in 2011/12, with a combined floor area of 1,902,106m^2. Floor areas reported from the two years have changed as a result of portfolio churn from asset acquisitions and sales
- We have reported on the common parts resource use of 313 residential properties. We own two of these properties whilst having management responsibility for the remaining 311 properties. We have been able to obtain the common parts floor area for 308 of these properties for the first time this year.

SCOPE

- Our 2012/13 managed portfolio consists of the following, unless otherwise stated:
  - 35 offices
  - 14 shopping centres
  - 69 retail parks
  - 313 residential
- Where we refer to retail, this includes both shopping centres and retail parks
- Our managed portfolio changes over time as assets are acquired and sold. Our landlord influenced resource use is affected by portfolio churn, as well as by our ability to reduce consumption. We also continue to improve the accuracy and comprehensiveness of our data gathering
- 96% of our managed properties reported resource use data by value in 2012/13 (421 out of 431 properties). This compares to 98% of managed properties by value in 2011/12 (411 out of 418 properties). Details on why resource use data is not available are provided below. We have estimated (by checking the floor area) that we do not have resource use data for 2% of our managed portfolio
- Where we have indicated that a property has not reported a particular resource type, we will be working over the course of the next year to collect this data
- Each data table includes a scope row, showing the number of properties reporting a particular resource type over the total number of properties where that resource type is applicable
- The timing of acquisitions, disposals and practical completion of new developments during 2012/13:
  - There were 11 properties (two offices and 9 retail parks) which were sold within the reporting year
  - There were nine new non-domestic properties (six offices and three shopping centres) added to the portfolio which reported resource use. Three of these additions to the portfolio were unable to provide floor area data, two did not report resource use data
- The size of our portfolio varies from year to year, to reflect investment, asset management or development activity. Absolute resource use data will reflect portfolio churn as well as changes to resource use.

Property type	Total properties	Resource type	Properties reporting	Properties not reporting	Reason	
Offices	35	Electricity	31	4	1	No common parts energy use - vacant property
					3	Added to the portfolio during reporting year and unable to provide data
		Gas	24	11	8	No shared services gas
					3	Added to the portfolio during reporting year and unable to provide data
		Oil	13	22	19	No shared services oil use
					3	Added to the portfolio during reporting year and unable to provide data
		Water	30	5	2	No water use
					3	Added to the portfolio during reporting year and unable to provide data
		Waste	26	9	3	Added to the portfolio during reporting year and unable to provide data
					6	Waste reported at an estate level and not attributable to an individual property
Retail parks	69	Electricity	62	7	2	Unable to obtain data from joint venture partners
					4	Common parts not metered separately
					1	Property currently undergoing major refurbishment. Still included in managed portfolio, as a service road remains open to allow access to supermarket, which is operating during refurbishment works. No data available
		Gas	6	63	63	No common parts gas use
		Oil	2	67	67	No common parts oil use
		Water	22	47	46	No common parts water use
					1	Meter broken and not yet replaced
		Waste	37	32	30	No managed waste
					1	Property sold in Q1 of reporting year. Unable to provide data
					1	Property currently undergoing major refurbishment. Still included in managed portfolio, as a service road remains open to allow access to supermarket, which is operating during refurbishment works. No data available.

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Property type	Total properties	Resource type	Properties reporting	Properties not reporting	Reason	
Shopping centres	14	Electricity	14	0	-	
		Gas	9	5	5	No common parts gas use
		Oil	4	10	10	No common parts oil use
		Water	13	1	1	Water reported at an estate level and not attributable to an individual property
		Waste	12	2	1	Waste reported at an estate level and not attributable to an individual property
					1	No managed waste
Residential	313	Electricity	313	0	-	
		Gas	0	313	313	No common parts gas use
		Oil	0	313	313	No common parts oil use
		Water	37	313	276	No common parts water use
		Waste	0	313	313	No managed waste

METHODOLOGY

- Resource use data - energy, water and waste - is collected across the managed portfolio using a sustainability reporting system: Credit 360. Site staff working for our managing agents at our managed sites provide monthly and quarterly responses to automated data requests from the system
- At our retail parks and shopping centres, site staff working for our managing agents provide readings for all meters associated with common parts energy. Meter readings are automatically extrapolated to the end of the reporting period based on a kWh/day rate. Where meters are mixed and serve both common and occupier areas, managing agents provide sub-meter readings, which are deducted from the meter total to provide common parts usage. Where this is not possible, managing agents estimate the split between common and occupier usage. Where an estimate is not available, mixed meters are reported in common parts
- In our office portfolio, energy and water consumption meter readings are undertaken and data is reported by site staff working for Broadgate Estates on Credit 360. These readings are reviewed and collated before being input into Credit 360. As we install online energy management systems in our offices, we are implementing automatic uploading of monthly energy data to Credit 360. To date there are five buildings where the data is automatically uploaded. By the end of next year, we anticipate that nine of our largest assets will upload data automatically
- Checks are undertaken to ensure all data has been submitted to the system before aggregation and reporting begins. Where necessary, data is converted into the common reporting units. For example, litres of oil are converted into kWh
- Credit 360 is used to report our performance
- For our residential portfolio, resource use data has been provided by our managing agents in spreadsheet format.

Floor areas and energy intensities

- Office floor areas are based on Gross Internal Area (GIA) and are obtained from service charge budgets and insurance valuations. Where British Land occupied areas are stated, floor areas refer to the Net Lettable Area (NLA) occupied by British Land
- For retail parks, floor areas have been calculated based on the number of car park spaces. (We assume an average car park size of 4.60m x 2.45m, which equals 11.27m^2. We add a further 20% to account for other areas such as management offices and covered walkway areas. This reflects the space that British Land manages. This mainly relates to lighting car parks and external areas)
- Shopping centre floor areas have been calculated using the same methodology for retail parks described above, but not including the additional 20% allocation for internal space. In shopping centres we use measured internal common parts floor areas supplied by our managing agents
- The floor areas for all properties have been measured/calculated consistently across reporting years
- We undertake energy and water intensity calculations. This allows us to establish energy and water benchmarks for offices to compare the performance of individual properties with appropriate benchmarks. This helps isolate areas to focus for improvement as well as examples of best practice
- Properties are only included in intensity calculations where they provide both consumption data for the entire reporting year and robust denominator (for example floor area) data. Where a property has not reported resource use consistently for 12 months, its floor area has been removed from the total floor area use in the intensity calculation
- Vacant space has been excluded from floor area intensity calculations
- Offices' energy and water intensity per m² are calculated using offices Gross Internal Areas, with the exception of British Land occupied areas, where a Net Lettable Area (NLA) has been used. We do this to be consistent with other industry standards, including Display Energy Certificates (DECs). Common parts energy and water intensity per m² for the other portfolio types has been calculated using the common parts floor area for that portfolio type
- For offices we calculate energy and water intensity per actively used workstation. Workstations are reported by property managers at each building. Office total building energy/water use is divided by the total number of actively used workstations across the office portfolio to provide an energy use (kWh) per workstation figure. This has replaced our 2011/12 calculation using full time equivalents (FTE) to align our reporting with EPRA guidance
- In our retail portfolio, we calculate energy intensity per number of visitors. Visitor numbers are reported by managing agents at each managed asset. Common parts energy use is divided by the total number of visitors across the retail park and shopping centre portfolios. Where retail assets are unable to provide visitor numbers, the property is excluded from this intensity calculation
- Properties unable to report workstations or visitor numbers were excluded from the intensity calculations for that year.

Like-for-like reporting

- Like-for-like performance conforms with EPRA reporting guidelines. Namely those assets which are part of the portfolio for both the entire current reporting year and the baseline year
- We report on a like-for-like basis to enable more clear comparison of performance over a period of time. Like-for-like properties must have both a full year of data for the current year and the baseline year. Like-for-like calculations are only undertaken for areas where British Land has management influence. They do not include energy used in occupier demises in our office portfolio. Fuel use in British Land owned/leased vehicles is not included in like-for-like calculations
- Our like-for-like total properties against the 2008/9 baseline can be seen in the table below
- The waste like-for-like baseline is 2010/11.

Portfolio type	2012/13 like-for-like properties
Offices	12
Properties with direct use in demises occupied by British Land, Broadgate Estates and The Source	1
Retail parks	46
Shopping centres	4
Residential	0

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Adjustments and restatements

- The scope of our reporting for 2011/12 has been restated due to adjustments made to the reporting of our portfolio
- Where we have updated or added new data, we restate figures for prior years. Details of restatements are made in the reporting criteria associated with each resource type.

ENERGY USE

METRICS: Electricity, gas, oil, on-site renewables and other energy use. Calculated carbon, estimated costs and investment associated with each metric.

UNITS: kWh, kWh per m^2, CO_2e, GBP (£).

SCOPE

- When reporting energy use in buildings, we identify energy where it is deemed the landlord has significant influence to control its use. In our office portfolio, we report energy use for landlord-influenced areas as follows: common parts and central shared services (including oil use for standby generators). We separate British Land and its subsidiaries' (Broadgate Estates and The Source) own direct use in our demises. This enables us to hold respective stakeholders accountable for their own energy performance in buildings
- In our retail park, shopping centre and residential portfolios, we only report the energy use where we have significant influence, that is, in the common parts of these assets
- Where we have void space in our portfolio and have control for energy consumption, we report the associated energy use
- The fuel use associated with any vehicles that British Land own and operate is reported.

METHODOLOGY

- Energy use in Broadgate Estates' occupied areas in buildings not owned by British Land is estimated based on billing information
- Financial savings from energy reductions have been calculated by multiplying the amount of energy saved by the cost factor of the reporting year
- Fuel use for vehicles owned and/or leased by British Land is collected on a quarterly basis from managing agents.

Heating degree day corrected data

- So that we can report the impact and performance of our energy efficiency programme more accurately, we have normalised our data for heating degree days (HDD), using Chartered Institute of Building Services Engineers (CIBSE) and Carbon Trust guidance
- Heating degree day normalisation should ensure that changes in gas use do not reflect changes in outside temperatures
- Heating degree days quantify the number of days and the length of time that temperatures have dropped below a base temperature of 15.5°C
- We have adopted the 'ratio based weather normalisation of energy consumption method'. To perform this calculation: Gas kWh/HDDs for reporting year= kWh per HDD. kWh per HDD multiplied by five year HDD average = normalised gas kWh
- We source our degree day data from www.degreedays.net. This is automatically uploaded on a monthly basis to Credit 360, our online reporting tool. We have specified the use of airport HDDs data as this is generally more accurate than other sources and has data series available from our baseline year of 2008/9
- We recognise that not all gas consumed is for space heating and that gas isn't the only source of heating in our properties
- Where data has been normalised using HDDs, this has been clearly stated
- Over the course of the next year, we will introduce a cooling degree day methodology to normalise our data basis. This will remove the influence of high summer temperatures on our dataset.

Adjustments and restatements

- Energy use for 2011/12 was restated as we work continuously to improve the accuracy of our data. Specific restatements are listed below:
  - Office common parts have been restated due to improved accuracy of reporting and metering, allowing a more transparent apportioning of energy use in some of our offices
  - In our retail park and shopping centre portfolios, where meters are read, we have identified inaccuracies with some reporting and adjusted these figures accordingly.

ENERGY USE

METRICS: Electricity, gas, oil, on-site renewables and other energy use. Calculated carbon, estimated costs and investment associated with each metric.

UNITS: kWh, kWh per m^2, CO_2e, GBP (£).

SCOPE

- When reporting energy use in buildings, we identify energy where it is deemed the landlord has significant influence to control its use. In our office portfolio, we report energy use for landlord-influenced areas as follows: common parts and central shared services (including oil use for standby generators). We separate British Land and its subsidiaries' (Broadgate Estates and The Source) own direct use in our demises. This enables us to hold respective stakeholders accountable for their own energy performance in buildings
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- We source our degree day data from www.degreedays.net. This is automatically uploaded on a monthly basis to Credit 360, our online reporting tool. We have specified the use of airport HDDs data as this is generally more accurate than other sources and has data series available from our baseline year of 2008/9
- We recognise that not all gas consumed is for space heating and that gas isn't the only source of heating in our properties
- Where data has been normalised using HDDs, this has been clearly stated
- Over the course of the next year, we will introduce a cooling degree day methodology to normalise our data basis. This will remove the influence of high summer temperatures on our dataset.

Adjustments and restatements

- Energy use for 2011/12 was restated as we work continuously to improve the accuracy of our data. Specific restatements are listed below:
  - Office common parts have been restated due to improved accuracy of reporting and metering, allowing a more transparent apportioning of energy use in some of our offices
  - In our retail park and shopping centre portfolios, where meters are read, we have identified inaccuracies with some reporting and adjusted these figures accordingly.

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WATER USE

METRICS: Mains water use and non-mains water.

UNITS: m^3, m^3 per m^2, CO_2e, GBP (£).

SCOPE

- Water data is mains water and non-mains water used within our multi-let managed portfolio. Non-mains water is water harvested on site and water used from boreholes. Borehole water relates to borehole water use in the common parts at Meadowhall Shopping Centre. Some water is extracted from the borehole to backwash the cleaning filters associated with the borehole plant. This water has not been reported
- At our offices, we only report whole building use, as we do not have sufficient sub-metering to do otherwise
- In our retail park, shopping centre and residential portfolios, we only report the water use in areas that we have significant influence, that is, the common parts.

METHODOLOGY

- Total water intensity per m^2 for offices has been calculated using total building water use, divided by gross internal floor areas
- Total water intensity per m^2 for shopping centres and retail parks has been calculated using common parts water use, divided by common parts floor areas.

Adjustments and restatements

- Water use for 2011/12 has been restated as we work continuously to improve the accuracy of our data. Specific restatements are listed below:
  - Office total building water use has been restated due to improved accuracy of reporting and metering
  - In our retail park and shopping centre portfolios, where meter readings are recorded and reviewed, we have identified inaccuracies with reporting. These include meters recording incorrect units, newly identified meters or incorrect apportionment.

WASTE MANAGEMENT

METRICS: Waste sent to landfill, incinerated, composted, recycled/re-used, sent to Materials Recovery Facilities (MRF).

UNITS: tonnes of waste, GBP (£).

METHODOLOGY

- Waste figures only cover waste managed by British Land. Occupier waste not managed by British Land is not reported
- Partial waste management, management of common parts only waste and/or management of some occupier waste
- Total waste management, management of all common parts and all occupier waste
- For like-for-like waste management, where waste was sent to MRFs, the performance of these facilities has been reported. This performance data has been applied to the total volume of waste sent to an MRF and factored into waste performance numbers. For example, of 100 tonnes sent to MRF, where MRF performance is 50% recycling, 30% incineration and 20% landfill, 50 tonnes remains as MRF recycling, 30 tonnes is added to incineration figures and 20 tonnes is added to landfill figures
- We use 2010/11 as the baseline year for like-for-like waste management. Landfill tax costs have been calculated by multiplying the volume of waste to landfill in tonnes by the relevant cost factor for landfill tax
- Landfill tax costs for Continental Europe are based on the UK landfill tax rate and are for indicative purposes only
- Landfill tax savings have been calculated by multiplying reused, composted, recycled and direct to MRF waste by the relevant landfill tax cost factor for each year. It is assumed that any waste recycled was diverted from landfill. Incineration has not been included in this calculation as there are costs associated with the incineration of waste
- Head Office waste is waste generated in British Land occupied areas at York House.

Adjustments and restatements

- Waste data for 2011/12 has been restated, as we work continuously to improve the accuracy of our data. Specific restatements are listed below:
  - We have undertaken waste audits throughout this year that have identified some inaccuracies in waste reporting for specific properties - this has been corrected for both current and previous year reporting.

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- Development project data covers 75 development projects active in this financial year, which we manage. There are seven developments that we do not manage but have influence over. These include joint venture developments managed by a third party
- We explain the scope for each table in the data notes associated with each table
- British Land has developments in the UK and Spain. We manage and report data on a construction value basis: small - £300,000-£5 million and major - over £5 million. We do not report on development projects with a construction value of less than £300,000.

SCOPE AND MATERIALITY

- Our managed and non-managed development projects consist of the following, unless otherwise stated:
  - 43 development projects in design
  - 39 development projects in construction this year
  - 21 developments completed during the financial year
  - Approximately 37 of the 81 development projects are projects with a construction value under £1 million
  - Our development portfolio changes significantly over time, with development projects started, put on hold or sold relatively frequently. This is particularly true of the past few years, given the global economic situation. Our resource use is affected by these changes.

39 development projects in construction this year

	No. of projects reporting	No. of projects not reporting
Construction waste	32	Two developments did not report construction waste as they were reporting demolition waste at this time. Four non-managed developments are not reporting and one managed property did not report.
Demolition waste	27	Seven developments did not report demolition waste as they were reporting construction waste at this time. Four non-managed developments are not reporting.
Site energy use	33	Two office developments did not report energy use. Four non-managed developments are not reporting.
Site water use	29	Three retail developments reported through the Managed Portfolio and two developments did not report. One office development did not report energy use. Four non-managed developments are not reporting.
Site timber	34	One office development did not report timber use. Four non-managed developments are not reporting.
Health and safety	34	One office development did not report on Health & Safety. Four non-managed developments are not reporting.

METHODOLOGY

- Each table contains text on methodology where applicable, otherwise this text applies.
- Resource use at our development sites is collected using an online software solution - Credit 360. Third party site managers are contractually required to provide monthly responses to a series of questions issued to them from the system. These monthly responses are reviewed at least quarterly by British Land or an environmental consultant. Annually, all development projects with a construction value over £5 million are subject to detailed audits by internal and external auditors.
- We consider our waste figures have a fairly high accuracy rate, as it is a legal requirement in the UK to document and report construction waste generated and its disposal. Our energy and water figures are not as accurate but a review for keying errors and other anomalies has been undertaken. No pro-rating is undertaken for developments site waste information given the diversity of site activities across the developments.
- Developments waste is classified as either diverted from landfill, landfilled or re-used on site. There is no further breakdown and some diverted materials could have been incinerated. Re-use on site refers to waste which is generated from construction or demolition activities but which is not removed from site and re-used in the construction process or permanently in the new construction.
- Fit-out waste arising from our development sites is classified as construction waste, as it proved too difficult to segregate. Strip-out waste is classified as demolition. Site waste reporting varies between tonnes and m^3 of waste across the industry. We request that sites gather tonnage figures. Where this is not possible, the contractors use industry standard conversion factors (http://www.environment-agency.gov.uk/static/documents/Business/ConversionFactors.xls) and report the tonnage figures through Credit 360. Landfill tax costs are for indicative purposes only. Landfill tax savings are calculated by multiplying diverted from landfill waste by the relevant landfill tax cost factor for each year (see above). This is for indicative purposes. only as not all waste included in the diverted from landfill waste would be subject to landfill tax costs
- Energy and water use data as collected and reviewed from sites is converted if necessary from litres or m^3 to kWh and then into costs. See above for annual conversion factors.
- Health and Safety was reported by 34 developments this year (33 in the UK and one in Spain). UK developments report injuries to the Health and Safety Executive (HSE) in accordance with RIDDOR guidelines (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Our Spanish development is not required to report injuries to HSE. However to create consistency across our developments, RIDDOR guidelines are also applied to this development.

Lost Day Accident Rate

- 2012/13 refers to the number of RIDDOR injuries which are not major but result in the injured person being away from work or unable to do their full range of their normal duties for more than seven consecutive days (not including the day of the accident) per 100,000 hours worked (that is, multiplied by 100,000 divided by the number of hours worked).
- 2011/12 and 2010/11 refers to the number of RIDDOR injuries which were not major but resulted in the injured person being away from work or unable to do their full range of their normal duties for more than three consecutive days (not including the day of the accident) per 100,000 hours worked (that is, multiplied by 100,000 divided by the number of hours worked). Therefore 2012/13 cannot be compared to the previous two years of data.

Reportable Accident Rate

- 2012/13 refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over seven day injury totals).
- 2011/12 and 2010/11 refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over three day injury totals). Therefore 2012/13 data cannot be compared to the previous two years of data.
- Incidents of non-compliance refer to the number of HSE Prohibition notices and Improvement notices served.

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RESTATEMENTS

Energy Use - Developments (Figure 40)

- Oil figure in kWh has increased due to updates in Credit 360
- Other energy figure has decreased due to an error (oil was double counted in other energy in 2011/12)
- Total figure has been restated due to the above restatements of oil and other energy figures
- Total cost figure has been restated due to a change in the electricity price in Spain and we have used a red diesel price which better reflects the fuel used onsite. Red diesel is a low-tax fuel and in some countries it is required by law to dye a low-tax fuel to deter its use in applications intended for higher-taxed ones.

Waste Management - Developments (Figure 40)

- Demolition diverted from landfill figure has decreased and has been restated due to an error (629 tonnes of reused waste from 2-14 Baker Street was included as waste reused onsite and diverted from landfill)
- Demolition waste re-used onsite has been restated as 20,000 tonnes of waste re-used onsite at 5 Broadgate has now been removed and diverted from landfill.

Health and Safety - Developments (Figure 47)

- Total health and safety incidents of non-compliance have been removed and restated as four notices were internal notices and not issued by HSE and one HSE notice was redacted.

MANAGEMENT ACTIONS AND KEY PERFORMANCE INDICATORS

- **Action:** Develop and get agreement for a business plan for the showcase project.
  - Performance is agreed between executive staff and directors within British Land.
- **Action:** Apply our Sustainability Brief, or an equivalent, to developments with a construction cost over £300,000 where British Land is funding at least 50% of the development.
  - Scope: All design and construction activity with a construction value over £300,000. Includes retail, international, office, new build, fit-out, refurbishments, residential and common parts projects. For joint ventures and partnerships, it applies to all activity with a construction cost over £5 million not managed by British Land, but where British Land is funding at least 10% of the project or joint venture company.
  - Performance calculation methodology: achieved if every applicable development can demonstrate reasonable, documented adherence to the Sustainability Brief process and requirements. Where the Sustainability Brief is not used, the alternative process has been approved by the Sustainable Developments Executive. % progress is agreed between executive staff and directors within British Land.
- **Action:** Develop and trial a tool to predict energy use in developments to inform leasing discussions with potential occupiers.
  - Performance is agreed between executive staff and directors within British Land.
- **Action:** Review procurement on current developments to drive responsible procurement on future developments, focusing on embodied carbon, ethical standards and environmental standards.
  - Performance is agreed between executive staff and directors within British Land.
- **Action:** Work with the UK GBC and other industry bodies to influence the development of Building Regulations for energy efficiency.
  - Performance is agreed between executive staff and directors within British Land.
- **Indicator:** % of developments on track to achieve BREEAM Excellent for offices and Very Good or better for retail.
  - Scope: All UK office and retail developments and refurbishments under design or construction, with a construction value over £5 million, managed by British Land, or non-managed projects where British Land funds more than 49% of the development project. This does not apply to expensive plant replacement or projects not active during this financial year. It also excludes projects which are at feasibility stage and have not reached sufficient detail to conduct a BREEAM pre-assessment
  - Performance calculation methodology: For 2012/13: % of applicable developments which achieve required standard, calculated on a building rather than development basis. For 2011/12, the indicator was calculated as either 100% if all offices and all retail achieved the required standard, or 50% if either offices or developments did not achieve the required standard.
- **Indicator:** Accident frequency rates for reportable accidents and lost day accidents.
  - Scope and calculation method: As described in the relevant FDR table.
- **Indicator:** Total waste, tonnes by disposal route, % for each disposal route.
  - Scope and calculation method: As described in the relevant FDR table.
- **Indicator:** % of energy efficiency of new developments against new building regulations
  - Scope and calculation method: As described in the relevant FDR table.
- **Indicator:** Considerate Constructor Scheme average score.
  - Scope and calculation method: As described in the relevant FDR table.

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METRICS: Carbon dioxide ($C0_2$), methane (CH_4), nitrous oxide (N_20).

UNITS:

- Tonnes of $C0_2$ equivalents ($tC0_2e$)
- Intensity per $tC0_2e$:
  - Activity related: managed portfolio floor area and workstations or 10,000 visitors
  - Financial: per £m of gross rental and related income
  - Staff: per full time equivalent employees.

SCOPE

Managed properties

- Managed properties where British Land has significant operational/management influence
- Electricity, gas, oil and vehicle fuel used and influenced by British Land in our managed portfolio
- Refrigerant loss from British Land influenced air conditioning units in our managed portfolio
- Water use influenced by British Land in our managed portfolio.

Developments

- The developments carbon report covers 65 projects over three years and has 12 named exclusions. These have been excluded as they are niche, small projects we could not benchmark. Developments under design which do not yet have planning permission have also been excluded.

British Land and Broadgate Estates occupied space

- Electricity, gas, oil and vehicle fuels used by British Land and Broadgate Estates staff in space they occupy in British Land managed properties and other properties.

Business travel

- Fuel use by British Land owned or leased vehicles
- Fuel use by British Land staff travelling on business, including travel by car, taxi, rail, bus and air.

METHODOLOGY - MANAGED PROPERTIES

- References are the 'World Resources Institute Greenhouse Gas (GHG) Protocol' and '2012 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting'
- Carbon conversion emissions factors are presented in a table below. These are sourced from Defra/DECC's Guidelines as above, with the exception of Portugal gas (Source: 'IEA Statistics, CO_2 emissions from fuel combustion, 2012 edition')
- Electricity, gas, oil and other energy used across our multi-let managed portfolio is converted to tonnes of carbon dioxide equivalent (CO_2e). This includes GHGs: carbon dioxide ($C0_2$), methane (CH_4) and nitrous oxide (N_20).

Source data

- GHG emissions for energy are based on the energy data presented in the Energy section of this report
- GHG emissions for water are based on the water data presented in the Water section of this report
- GHG emissions for refrigerant loss are based on refrigerant loss data obtained from reports exported directly from Credit 360
- GHG emissions for vehicles owned by British Land or Broadgate Estates are based on fuel use data obtained from reports exported directly from Credit 360
- GHG emissions for British Land Head Office business travel are calculated by converting staff business travel expenditure to number of kilometres travelled, before applying the conversion factors within the '2012 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting'. 2012/13 staff business travel expenditure by mode of travel (for example rail, car, taxi, air) is taken from Barclaycard (staff credit card) spend, and the following conversion factors are applied to spend: (£) to yield kilometres travelled:
  - Air travel – £0.12/km (incl. VAT)
  - Car – £0.45/km
  - Taxis – £2.69/km
  - Rail – £0.31/km (incl. VAT).
- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG protocol, as follows:
  - Scope 1: Gas and oil generation, refrigerant loss, vehicle fuel consumption
  - Scope 2: Electricity generation, geothermal energy
  - Scope 3: Gas, oil, electricity transmission losses and life-cycle emissions, water, Head Office business travel.

Adjustments and restatements

- Carbon emission figures for the prior year are adjusted and restated as follows:
  - Where primary data has been found to be incorrectly reported in the preceding year. In the spirit of transparency and accuracy this is restated regardless of the overall impact
  - Energy use for central heating and cooling has been re-categorised as Scope 2 and 3 rather than Scope 3 as reported in previous years
  - When referenced, guidelines indicate including updates to emission factors that require historical restatement. Defra/DECC guidance highlights that this applies to time-series factors (electricity and water) for all previous years and for all other factors for the previous two years. In line with Defra/DECC guidance, transport carbon emissions have not been restated for 2012/13
  - When referenced, guidelines provide emission factors for new emission sources not previously available. This includes historical emission factors. Where factors for new sources are made available solely for the current reporting year, they will not be applied to standard figures covering the current year in comparison to the prior year. We will aim to report these additional emissions separately as a single year figure to demonstrate their impact on our overall footprint. We will review their on-going inclusion in the following year carbon footprint figures
  - Where considered meaningful, previous year figures will be provided next to any restated figures.

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METHODOLOGY - DEVELOPMENTS

- British Land commissioned an embodied carbon study from Davis Langdon (now Aecom) in spring 2011 to provide a reliable overview of the level of embodied carbon associated with the development portfolio for 2010/11 and 2011/12. This study and the associated report have been revisited and updated in March 2012 and in March 2013 to fall in line with the actual construction programme. The restatements have significantly altered the historical figures
- The Davis Langdon analysis was required to capture not only the embodied carbon associated with the materials and systems used in construction but also the potential wastage, on-site energy usage and transportation factors associated with development. In addition, the analysis was required to present these in terms of both $C0^2$ and $C0^2e$ to allow for maximum reporting flexibility
- In order to measure the embodied carbon impact of the British Land portfolio, Davis Langdon employed a range of carbon analysis tools and data libraries developed specifically for the measurement and calculation of embodied carbon in buildings. To allow for the multi-variant nature of this study, Davis Langdon developed a specific analysis model outside of their main analysis tool - the Carbon Ready Reckoner - so that they could present the detailed component and material levels in both $C0_2$ and $C0^2e$, together with the additional reporting factors
- To determine a reliable overview of the portfolio and to avoid assessing every project by 'deep-dive' analysis, Davis Langdon analysed in detail three of the largest and most representative projects to form a core of data and series of benchmarks. From there, they pro-rated applicable m² carbon benchmarks to the rest of the portfolio of projects by typology. For example, a residential benchmark was applied to a residential project. The projects used were North East Quadrant (NEQ) - residential and commercial, The Leadenhall Building - vertical commercial, and Whiteley Village - retail park. To analyse these projects, Davis Langdon used the detailed cost plans and procurement strategy data (how it is/would be put together) to produce the embodied carbon values on a material, component and elemental basis. To refine the m² carbon benchmarks further, Davis Langdon supplemented, where necessary, data from our own internal benchmarks, databases and project experience to ensure each one was as robust as possible.

Assumptions and data sources

- Project typology assumptions for the portfolio benchmarks: Due to the high number of small to medium sized retail unit and retail park projects in the portfolio, it was agreed to use a standard GIA (Gross Internal Area) of 500m² per project to provide an appropriate median point and produce a more normalised view. This is a conservative estimate of a typical retail development. Assumptions on build methodology for the wider portfolio/other types of projects were assumed against standard, industry accepted practices for the type
- Base material data: The models used embodied CO^2e data from the Bath University ICE/BSRIA database for most materials data. This was supplemented in some areas by the Ecoinvent inventory housed in the SimaPro software package. For timber data, we used our own data generated from a study on bio-renewable materials for the National Non-Foods Crops Centre (NNFCC) - an industry benchmark study. For steel, further allowances for forming, fabrication, casting and others, have been added, based on research on energy costs for UK steel working factories
- Component data: The component data in the models used comprised 'recipes' of composite rates, which have been assembled for hundreds of typical building components. Each composite rate model consists of volumes, densities, weights and, where applicable, recycled content (such as metals) for each component. This also includes services items such as lifts. Each rate may be 'flexed' by factors such as thickness or concrete mix for floors, or capacity and number of levels for a lift, for example. Where a library data item couldn't be found to match the cost plan item, a similar library item was used and a percentage adjustment applied to reflect whether the cost plan item is more or less intensive than the library item. However, no such items were found. A further layer, synchronised to the embodied $C0^2e$ and $C0^2$ data, calculates the weights for each material within each component
- Site energy: These are based on Davis Langdon estimates according to industry standard construction practices, not reported site energy information
- Waste data: A percentage waste allowance has been applied to each material type. These figures are based on WRAP's standard industry practice database and Davis Langdon's internal benchmarks
- Transport data: As mentioned above, the quantities are used to calculate the weights for each material type across all components. This, coupled with the waste allowance, is used for calculating tonnages, which, in turn, is used for estimating emissions from transport.
- It is assumed that all developments embodied carbon figures are part of the Scope 3 reporting element of the British Land carbon footprint.

METHODOLOGY - CONVERSION FACTORS

Resource type		UK	France	Italy	Portugal	Spain
Electricity generated	Electricity generated Scope 2 direct GHG ($kgC0_2e/kWh$)	0.48234	0.08927	0.43281	0.41102	0.35561
	Electricity generated Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	0.06468	0.01214	0.05885	0.05589	0.04835
Electricity losses	Electricity losses Scope 2 direct GHG ($kgC0_2e/kWh$)	0.03802	0.00604	0.02557	0.03041	0.02299
	Electricity losses Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	0.00477	0.00082	0.00348	0.00413	0.00313
Gas (Net Calorific Value)	Natural Gas Scope 1 direct GHG ($kgC0_2e/kWh$)	0.2055	n/a	n/a	0.2055	0.2055
	Natural Gas Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	0.02124	n/a	n/a	0.02124	0.02124
Oil	Gas oil Scope 1 direct GHG ($kgC0_2e/kWh$)	3.0213	n/a	n/a	3.0213	3.0213
	Gas/ diesel oil Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	0.5815	n/a	n/a	0.5815	0.5815
Geothermal	Electricity generated Scope 2 direct GHG ($kgC0_2e/kWh$)	n/a	n/a	0.43281	n/a	n/a
	Electricity generated Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	n/a	n/a	0.05885	n/a	n/a
	Electricity losses Scope 3 direct GHG ($kgC0_2e/kWh$)	n/a	n/a	0.02557	n/a	n/a
	Electricity losses Scope 3 life-cycle GHG ($kgC0_2e/kWh$)	n/a	n/a	0.00348	n/a	n/a
Refrigerants	R407c (GWP/tonne)	1526	n/a	n/a	n/a	1526
	R134a (GWP/tonne)	1300	n/a	n/a	n/a	n/a
Fuel use	Diesel Scope 1 (kg $C0_2e$/litre)	2.6769	n/a	n/a	n/a	n/a
	Diesel Scope 3 (kg $C0_2e$/litre)	0.5644	n/a	n/a	n/a	n/a
	Petrol Scope 1 (kg $C0_2e$/litre)	2.3144	n/a	n/a	n/a	n/a
	Petrol Scope 3 (kg $C0_2e$/litre)	0.4638	n/a	n/a	n/a	n/a
	LPG Scope 1 (kg $C0_2e$/litre)	1.5326	n/a	n/a	n/a	n/a
	LPG Scope 3 (kg $C0_2e$/litre)	0.1918	n/a	n/a	n/a	n/a
Water	Water supply (kg $C0_2e/m^3$)	0.3441	0.3441	0.3441	0.3441	0.3441

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Resource type		UK	France	Italy	Portugal	Spain
British Land travel	Average car: GHG ($kgC0_2e$ per vehicle km)	0.19469	n/a	n/a	n/a	n/a
	Average car: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.03925	n/a	n/a	n/a	n/a
	Domestic average: GHG ($kgC0_2e$ per vehicle km)	0.16685	n/a	n/a	n/a	n/a
	Domestic average: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.03439	n/a	n/a	n/a	n/a
	Short-haul international average: GHG ($kgC0_2e$ per) vehicle km)	0.09522	n/a	n/a	n/a	n/a
	Short-haul international average: life-cycle GHG ($kgC0_2e$)per vehicle km)	0.01964	n/a	n/a	n/a	n/a
	Black cab: GHG ($kgC0_2e$ per vehicle km)	0.15709	n/a	n/a	n/a	n/a
	Black cab: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.03136	n/a	n/a	n/a	n/a
	Private taxi: GHG ($kgC0_2e$ per vehicle km)	0.14756	n/a	n/a	n/a	n/a
	Private taxi: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.02943	n/a	n/a	n/a	n/a
	National rail: GHG ($kgC0_2e$ per vehicle km)	0.05818	n/a	n/a	n/a	n/a
	National rail: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.00897	n/a	n/a	n/a	n/a
	Tube: GHG ($kgC0_2e$ per vehicle km)	0.07361	n/a	n/a	n/a	n/a
	Tube: life-cycle GHG ($kgC0_2e$ per vehicle km)	0.00972	n/a	n/a	n/a	n/a

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INVESTMENT AND CONTRIBUTIONS

- These reporting criteria notes refer to the following figures only:
  - Community investment and support
  - LBG corporate community investment
  - Community investment outcomes
  - Our community programme around the UK.

BOUNDARY

- UK and Continental Europe.

SCOPE

- Our managed portfolio changes significantly over time, with properties bought and sold relatively frequently. Our key development sites also change over time. Our total community investment is affected by these changes. We also continue to improve the accuracy and comprehensiveness of data gathering
- Data covers community investment activities at our Head Office, our managed retail and office portfolios and non-mandatory community investment activities at our key development sites
- Cash donations are exclusive of VAT
- Financial contributions towards apprenticeships at our sites are included only if all of the following criteria are met: 1. the payments are made to external bodies; 2. British Land is not directly benefiting; 3. without British Land support it is highly unlikely that the apprenticeship opportunities would exist; and 4. There is a proper structure for the apprenticeships
- Staff time and supplier time relates to time spent on community investment activities during paid working hours only and is valued in accordance with LBG guidelines (see 'Methodology' for further information about LBG)
- Staff time relates to those employed directly or contractually at British Land's Head Office
- Supplier time relates to property management teams and contracted suppliers at our managed sites, and suppliers employed through our Head Office. Time spent supporting apprentices falls outside the scope of these figures
- In-kind contributions are based on cost rather than commercial value, calculated according to LBG guidelines. This figure largely relates to donations of space to charitable and community causes, which is valued as per LBG Property and Construction Group guidance
- Relevant figures relating to the operations of The Source Skills Academy in Sheffield are included in this data (also see 'Adjustments and restatements' below and the 'Socio-Economic Contributions' section). Adjacent to Meadowhall Shopping Centre, The Source is a £5.5 million training and development centre, set up as a charity by British Land in partnership with Sheffield City Council in 2003. The Source has been the only Centre of Vocational Excellence for Retail in South Yorkshire since 2005, and became a National Skills Academy for Retail in 2009. Representatives from British Land, Meadowhall, Sheffield City Council, Rotherham Borough Council and the National Skills Academy are on the Board of Trustees. The Source is also underwritten by British Land, which has agreed to cover any capital or operating deficits until 2023.

METHODOLOGY

- All data reported follows the principles of LBG, an internationally recognised standard for measuring corporate community investment www.lbg-online.net
- Community data is collected across the managed portfolio using an online software solution - Credit 360. Centre management staff at our managed sites and Head Office personnel input details of community investment activities. This data is reviewed quarterly by Head Office
- Credit 360 has the functionality to produce a number of reports that are used to compile the figures presented in this report
- The valuation of British Land staff time includes salary, pension, healthcare, bonuses and car allowance. An average hourly cost of time is calculated based on all staff who spent time on community investment activities. Time relating to members of British Land's Executive Committee is given a different average value
- Time spent by those in management positions in our property management teams is valued based on the average hourly cost of all those involved in community investment activities. The valuation of this time includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office management staff. Time donated by suppliers in non-management positions is valued according to the latest Office for National Statistics UK average earnings figures, taking into account a 10% allowance for employers' National Insurance and 5% for pension contributions.

Adjustments and restatements

- Following a full review of data relating to The Source Skills Academy in Sheffield, and with guidance from LBG, we have not reported a number of activities that have been included in our figures historically. From 2012 we removed figures relating to funding obtained by The Source from the Skills Funding Agency. In 2013, following further consultation with LBG, we have also removed public funding received by The Source for delivery of their courses. Figures relating to these activities were previously reported in 'Community investment and support' (External funding for local training), 'LBG corporate community investment' (Leveraged cash investment) and 'Community investment outcomes'.

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EMPLOYMENT, EQUAL OPPORTUNITIES AND NON-DISCRIMINATION AND PERSONAL DEVELOPMENT

SCOPE

- UK and Continental Europe full time equivalents
- Employed by British Land, including staff employed at Broadgate Estates Limited and The Source.

HEALTH AND WELLBEING

SCOPE

- Incidents related to staff and properties are reported as noted in the table below
- Continental European property data is reported for staff incidents. Reporting of accidents that occur to visitors is not a legal requirement in Continental Europe and data is therefore not reported.

Incidents reported	Managing Buildings Efficiently Health and safety - managed properties [Figure 35]	Engaging Staff Health and safety - British Land occupied demises [Figure 79]
Incidents within British Land, Broadgate Estates and The Source's own demises (offices) to anyone	No	Yes
Visitors, occupiers and the general public, that is, anyone in the common parts of managed British Land properties	Yes	No
Visitors, occupiers and the general public, that is, anyone in the common parts of managed third party properties	Yes	No

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This year, for the first time, we asked our occupiers to assess us using a ten-point scoring system. This allows our performance to be easily benchmarked against the Property Industry Alliance's Occupier Satisfaction Survey. All our historic data, which was based on a five-point verbal scale, has been converted to the ten-point scoring system, to reveal satisfaction trends. To preserve the endpoints as endpoints (for instance, so 1 is 1 and not 2), a straight linear scale was not used. The following conversion factors were used: 1 = 1; 2 = 3.25; 3 = 5.5; 4 = 7.75; 5 = 10.

We have reported historic data for all measures where it is available. The tables below show the exact wording used in each survey.

OFFICE OCCUPIER SATISFACTION

KEY PERFORMANCE MEASURES	2013	2011	2009	2007	2005
Satisfaction with British Land	Overall satisfaction with British Land	Overall performance of British Land as a landlord	Overall performance of British Land as a landlord	How would you rate your overall satisfaction with British Land as a landlord?	Overall satisfaction with British Land as a landlord
Communication with landlord	Keeping the occupier informed of British Land new initiatives; Frequency and relevance of communication from British Land	How do you rate the frequency and style of communication that you have	How do you rate the level and style of communication that you have with British Land?	How do you rate your overall satisfaction with communication with British Land?	-
Service charge arrangements	Consultation on the service charge	How satisfied are you with service charge management and compliance with the Service Charge Code?	Satisfaction with Billing and documentation)	How satisfied are you that British Land's agents manage your service charge monies in your own interests?	-
Interaction on environmental issues	Environmental credentials of British Land	How do you rate British Land's commitment to the environmental agenda?	-	-	-
Satisfaction with managing agents	Overall satisfaction with Broadgate Estates	How do you rate your overall satisfaction with the performance of Broadgate Estates	Overall satisfaction with Broadgate Estates	Where applicable, how satisfied are you with the service from the managing agents?	Where applicable, how satisfied have you been with the service received from the managing agents?
Understanding needs British Land	British Land understanding the day to day needs of the business	How well do your contacts at British Land understand your business needs?	How well do your contacts understand your business needs?	How well do your direct contact/s at British Land understand your business needs?	How well does British Land understand you and your business needs?
Responsiveness of British Land	British Land responsiveness to requests	How do you rate the responsiveness to requests that you make direct to British Land?	How do you rate the responsiveness to requests that you make?	How responsive is British Land and its managing agents to requests you make?	-
Value for money (service charge)	Service charge representing value for money	How do you rate the value for money you receive for your service charge?	How do you rate the value for money you receive for your service charge?	-	Does British Land provide value for money through the service charge?

RETAIL OCCUPIER SATISFACTION

KEY PERFORMANCE MEASURES	2013	2011	2009	2007	2005
Satisfaction with British Land	Overall satisfaction with British Land	Overall performance of British Land as a landlord	Overall performance of British Land as a landlord	How would you rate your overall satisfaction with British Land as a landlord?	Overall satisfaction with British Land as a landlord
Communication with landlord	Keeping the occupier informed of British Land new initiatives; Frequency and relevance of communication from British Land	How do you rate the frequency and style of communication that you have	How do you rate the level and style of communication that you have with British Land?	How do you rate your overall satisfaction with communication with British Land?	-
Service charge arrangements	General management of service charge	Satisfaction with Service charge management (day-to-day contacts)	Satisfaction with Billing and documentation)	How satisfied are you that British Land's agents manage your service charge monies in your own interests?	-
Interaction on environmental issues	-	How do you rate British Land's commitment to the environmental agenda?	-	-	-
Satisfaction with managing agents	Overall satisfaction with managing agent	How do you rate your overall satisfaction with the centre and/or property management team	Overall satisfaction with the performance of centre management	Where applicable, how satisfied are you with the service from the managing agents?	Where applicable, how satisfied have you been with the service received from the managing agents?
Understanding needs	British Land understanding the day to day needs of the business	How well do your contacts at British Land understand your business needs as a retailer?	How well do your contacts understand your business needs?	How well do your direct contact/s at British Land understand your business needs?	How well does British Land understand you and your business needs?
Responsiveness	British Land responsiveness to requests	How do you rate the responsiveness to requests that you make?	How do you rate the responsiveness to requests that you make?	How responsive is British Land and its managing agents to requests you make?	-
Value for money (service charge)	Service charge representing value for money	How do you rate the value for money you receive for your service charge?	How do you rate the value for money you receive for your service charge?	-	Does British Land provide value for money through the service charge?

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Our sustainability reporting is aligned with the Global Reporting Initiative's G3.1 Sustainability Reporting Guidelines and Construction & Real Estate Sector Supplement. This is our third year of reporting and we have reported at the B+ applicable level, which has been assured by PricewaterhouseCoopers. To demonstrate our application of GRI guidelines we have cross-referenced our sustainability reporting to the guidelines under the following headings:

- Profile
- Management Approach
- Performance Indicators

References are available from the following web addresses:

- Annual Report and Accounts 2013
- Corporate Responsibility Report 2013
- Full Data Report 2013
- Corporate Responsibility Website

Where we have partially responded this year we have indicated the timeframe where we intend to report in full: short-term [one year]; medium-term [two to four years]; or long-term [five years or more].

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STANDARD DISCLOSURES PART I: Profile
The profile disclosures provide the overall context for understanding our performance including our strategy, profile and governance.

1. Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
1.1	Statement from the most senior decision-maker of the organization.	Fully	**Annual Report and Accounts 2013** – Overview, Chairman's Statement – Overview, Chief Executive's Statement **Corporate Responsibility Report 2013** – Introduction **Corporate Responsibility Website** – Our views, Adrian Penfold
1.2	Description of key impacts, risks, and opportunities.	Fully	**Annual Report and Accounts 2013** – Inside cover – Understanding our strategy, Our strategy – Understanding our strategy, Short-term actions – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business – Understanding our strategy, Principal risks and uncertainties – Our performance, Our corporate responsibility review – Our performance, Financial policies and principles **Corporate Responsibility Report 2013** – Introduction – Our corporate responsibility strategy – What matters most – Our impacts – Managing buildings efficiently – Developing sustainable buildings – Supporting communities – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Targets **Corporate Responsibility Website** – Our approach, Corporate responsibility strategy – Our approach, Risk assessment – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff – Our focus, Carbon

2. Organizational Profile

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
2.1	Name of the organization.	Fully	The British Land Company PLC
2.2	Primary brands, products, and/or services.	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, Our markets – Understanding our strategy, Business model – Understanding our strategy, Our strategy – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, About our business – Financial statements and other information, Consolidated income statement
2.4	Location of organization's headquarters.	Fully	York House 45 Seymour Street London W1H 7LX
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Our markets – Our performance, Portfolio review **Full Data Report 2013** – Reporting criteria
2.6	Nature of ownership and legal form.	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, About our business
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, Our markets – Understanding our strategy, About our business
2.8	Scale of the reporting organization.	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, Our markets – Understanding our strategy, About our business – Governance, Report of the Nomination Committee – Financial statements and other information, Consolidated income statement **Full Data Report 2013** – Reporting criteria

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2. Organizational Profile			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	**Annual Report and Accounts 2013** – Our performance, Portfolio review – Our performance, Retail – Our performance, Offices **Full Data Report 2013** – Reporting criteria
2.10	Awards received in the reporting period.	Fully	**Annual Report and Accounts 2013** – Overview, What we do – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business – Our performance, Offices – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – How we've done this year – Managing buildings efficiently – Engaging staff **Corporate Responsibility Website** – Our approach, Stakeholder engagement – Our approach, Industry leadership – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Supporting communities – Our focus, Engaging staff

3. Report Parameters			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Fiscal year 1 April 2012 to 31 March 2013
3.2	Date of most recent previous report (if any).	Fully	June 2012
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Annual, in line with our Annual Report and Accounts
3.4	Contact point for questions regarding the report or its contents.	Fully	Justin Snoxall Head of Business Group British Land E. justin.snoxall@britishland.com T. +44 (0) 20 7467 3464
3.5	Process for defining report content.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, About our business – Understanding our strategy, Principal risks and uncertainties – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – What matters most **Full Data Report 2013** – Reporting criteria **Corporate Responsibility Website** – Our approach, Risk assessment – Our approach, Stakeholder engagement – Our approach, Governance and reporting
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	**Full Data Report 2013** – Reporting criteria
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	**Full Data Report 2013** – Reporting criteria
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	**Full Data Report 2013** – Reporting criteria
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	**Full Data Report 2013** – Performance data [notes with tables] – Reporting criteria

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3. Report Parameters			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Full Data Report 2013 – Reporting criteria
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Full Data Report 2013 – Reporting criteria
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	This GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Annual Report and Accounts 2013 – Governance, Report of the Audit Committee – Our performance, Our corporate responsibility review Corporate Responsibility Report 2013 – Introduction – Back cover Full Data Report 2013 – Reporting criteria – Independent assurance Corporate Responsibility Website – Our approach, Governance and reporting

4. Governance, Commitments, and Engagement			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Partially	Annual Report and Accounts 2013 – Governance,Our governance structure – Governance, Management committees Full Data Report 2013 – Performance data, Engaging staff, Employment Corporate Responsibility Website – Our approach, Governance and reporting
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Annual Report and Accounts 2013 – Governance, Board of Directors
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Annual Report and Accounts 2013 – Governance, Board of Directors Full Data Report 2013 – Performance data, Engaging staff, Employment
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Annual Report and Accounts 2013 – Understanding our strategy, About our business – Governance, Chairman's Governance Review – Governance, Compliance with the UK Corporate Governance Code Corporate Responsibility Website – Our focus, Engaging staff
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Our strategy – Understanding our strategy, Measuring performance – Understanding our strategy, About our business – Governance, Remuneration report Corporate Responsibility Website – Our approach, Governance and reporting
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Annual Report and Accounts 2013 – Governance, Compliance with the UK Corporate Governance Code – Governance, Report of the Audit Committee

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4. Governance, Commitments, and Engagement			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	**Annual Report and Accounts 2013** – Governance, Chairman's Governance Review – Governance, Compliance with the UK Corporate Governance Code – Governance, Report of the Nomination Committee
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Business model – Understanding our strategy, Our strategy – Understanding our strategy, Measuring our performance – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Introduction **Full Data Report 2013** – Reporting criteria **Corporate Responsibility Website** – Our approach, Our policies **British Land Website** – Investors, Company overview, Corporate strategy
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties – Governance, Chairman's governance review – Governance, Our governance structure – Governance, Management committees – Governance, Report of the Audit Committee **Corporate Responsibility Report 2013** – What matters most **Corporate Responsibility Website** – Our approach, Risk assessment – Our approach, Governance and reporting
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties – Governance, Compliance with the UK Corporate Governance Code

4. Governance, Commitments, and Engagement			
Profile Disclosure	**Description**	**Reported**	**Cross-reference/Direct answer**
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties **Corporate Responsibility Website** – Our approach, Risk assessment – Our approach, Governance and reporting
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Introduction **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, GRI Index – Performance data, UN Global Compact **Corporate Responsibility Website** – Our approach, Industry leadership – Our approach, Governance and reporting – Our focus, Supporting communities – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff – Our focus, Carbon
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	**Corporate Responsibility Website** – Our approach, Stakeholder engagement – Our approach, Industry leadership – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings
4.14	List of stakeholder groups engaged by the organization.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, About our business **Corporate Responsibility Report 2013** – What matters most **Corporate Responsibility Website** – Our approach, Stakeholder engagement

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STANDARD DISCLOSURES PART II: Management Approach

Management approach disclosures explain how we manage the sustainability issues reported as our key performance indicators in the next section.

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Economic Performance	Fully	**Annual Report and Accounts 2013** – Overview, Delivering superior performance – Understanding our strategy, About our business – Understanding our strategy, Principal risks and uncertainties – Financial statements and other information **Corporate Responsibility Report 2013** – Our performance – Our corporate responsibility strategy – What matters most Our impacts – Supporting communities – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Supporting communities **Corporate Responsibility Website** – Our focus, Supporting communities – Our focus, Engaging staff **British Land Website** – About us – Investor relations, Company overview
	Market presence	Fully	**Corporate Responsibility Report 2013** – Our performance – Our corporate responsibility strategy – What matters most – Supporting communities – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Supporting communities **Corporate Responsibility Website** – Our stories, Communities – Our approach, Our policies Our approach, Governance and reporting – Our focus, Supporting communities – Our focus, Engaging staff

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Indirect Economic Impacts	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Our performance Our corporate responsibility strategy – Our impacts – What matters most – Supporting communities – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Supporting communities **Corporate Responsibility Website** – Our stories, Communities – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Supporting communities – Our focus, Engaging staff

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Materials	Fully	**Corporate Responsibility Report 2013** – What matters most – Focus on our carbon footprint – Developing sustainable buildings – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our stories, Sustainable development – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Developing sustainable buildings – Our focus, Engaging staff
	Energy	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** Our corporate responsibility strategy – What matters most – Our impacts – Managing buildings efficiently – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our stories, Efficient building management – Our stories, Sustainable development – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Water	Fully	**Corporate Responsibility Report 2013** – What matters most – Our impacts – Managing buildings efficiently – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our stories, Efficient building management – Our stories, Sustainable development – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Managing buildings efficiently – Our focus, Engaging staff
	Biodiversity	Fully	**Corporate Responsibility Report 2013** – What matters most – Managing buildings efficiently – Indicators, 2013 management actions **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our stories, Efficient building management – Our stories, Sustainable development – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Emissions, effluents and waste	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Our performance – Our corporate responsibility strategy – What matters most – Our impacts – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Carbon emissions **Corporate Responsibility Website** – Our stories, Efficient building management – Our stories, Sustainable development – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff – Our focus, Carbon
	Land Degradation, Contamination and Remediation	Fully	**Corporate Responsibility Report 2013** – What matters most **Full Data Report 2013** Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our approach, Our policies – Our approach, Governance and reporting
Aspects	Products and Services	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, Principal risks and uncertainties – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Our performance – What matters most – Our impacts – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Managing buildings efficiently Performance data, Developing sustainable buildings – Performance data, Carbon emissions **Corporate Responsibility Website** – Our approach, Risk assessment – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff – Our focus, Carbon
	Compliance	Fully	**Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Engaging staff
	Transport	Partially	**Corporate Responsibility Report 2013** – Focus on our carbon footprint – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators **Full Data Report 2013** – Performance data, Carbon emissions **Corporate Responsibility Website** – Our approach, Our policies – Our approach, Stakeholder engagement – Our approach, Governance and reporting – Our focus, Engaging staff

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Overall	Fully	Corporate Responsibility Report 2013 Focus on our carbon footprint – Our corporate responsibility strategy – Managing buildings efficiently Full Data Report 2013 – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings Corporate Responsibility Website – Our approach, Our policies – Our approach, Governance and reporting Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Employment	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, About our business – Governance, Report of the Nomination Committee – Governance, Other matters **Corporate Responsibility Report 2013** – Engaging staff **Full Data Report 2013** – Performance data, Engaging staff **Corporate Responsibility Website** – Our approach, Governance and reporting – Our focus, Engaging staff **British Land Website** – About us, Careers
	Labour/management relations	Fully	**Corporate Responsibility Report 2013** – Engaging staff **Full Data Report 2013** – Performance data, Engaging staff **Corporate Responsibility Website** – Our approach, Governance and reporting – Our focus, Engaging staff
	Occupational Health and Safety	Fully	**Corporate Responsibility Report 2013** – What matters most – Developing sustainable buildings – Engaging staff **Full Data Report 2013** – Performance data, Engaging staff – Performance data, Developing sustainable buildings **Corporate Responsibility Website** – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Engaging staff – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings
	Training and Education	Fully	**Corporate Responsibility Report 2013** – What matters most – Engaging staff – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators

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GMA D3	Desciption	Reported	Cross reference/Direct answer
Aspects	Investment and procurement practices	Not	
	Non-discrimination	Partially	Corporate Responsibility Report 2013 – What matters most – Engaging staff Full Data Report 2013 – Performance data, Engaging staff Corporate Responsibility Website – Our approach, Governance and reporting – Our focus, Engaging staff – Our focus, Developing sustainable buildings
	Freedom of association and collective bargaining	Not	
	Child labor	Partially	Corporate Responsibility Report 2013 – What matters most Corporate Responsibility Website – Our stories, Sustainable development
	Prevention of forced and compulsory labor	Partially	Corporate Responsibility Report 2013 – What matters most Corporate Responsibility Website – Our stories, Sustainable development
	Security Practices	Not	
	Indigenous rights	Not	
	Assessment	Not	
	Remediation	Partially	Full Data Report 2013 – Performance data, Engaging staff Corporate Responsibility Website – Our approach, Governance and reporting – Our focus, Engaging staff – Our focus, Developing sustainable buildings British Land Website – Occupiers, Download centre

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Local communities	Fully	Corporate Responsibility Report 2013 – Our corporate responsibility strategy – What matters most – Supporting communities Full Data Report 2013 – Performance data, Supporting communities Corporate Responsibility Website – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Supporting communities – Our focus, Engaging staff
	Corruption	Partially	Full Data Report 2013 – Performance data , Engaging staff Corporate Responsibility Website – Our approach, Industry leadership – Our approach, Our policies – Our focus, Engaging staff
	Public policy	Fully	Corporate Responsibility Website – Our approach, Stakeholder engagement – Our approach, Industry leadership
	Anti-competitive behavior	Fully	Annual Report and Accounts 2013 – Governance British Land Website – Investor relations
	Compliance	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties British Land Website – Investor relations

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G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Customer health and safety	Fully	Full Data Report 2013 – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings Corporate Responsibility Website – Our approach, Our policies – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff
	Product and service labelling	Partially	Annual Report and Accounts 2013 – Understanding our strategy, About our business Corporate Responsibility Report 2013 – Our performance – Our corporate responsibility strategy – Developing sustainable buildings Full Data Report 2013 – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings Corporate Responsibility Website – Our approach, Stakeholder engagement – Our approach, Our policies – Our approach, Governance and reporting – Our focus, Developing sustainable buildings – Our focus, Engaging staff – Indicators, 2015 targets – Indicators, 2013 management actions – Indicators, Key performance indicators British Land Website – Occupiers, Retail survey 2011 – Occupiers, Offices survey 2011
	Marketing communications	Not	
	Customer privacy	Not	
	Compliance	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties British Land Website – Investor relations

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STANDARD DISCLOSURES PART III: Performance Indicators

We have reported against 62 key performance indicators including at least one indicator from each category. For partial disclosures, where we meet some but not all of the GRI requirements we have provided a short commentary. We will review opportunities to further align our reporting in future years.

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	**Annual Report and Accounts 2013** – Overview, Delivering superior performance – Understanding our strategy, About our business – Financial statements and other information **Corporate Responsibility Report 2013** – Focus on socio-economic contributions – Supporting communities **Full Data Report 2013** – Performance data, Supporting communities, investment and contributions
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change and other sustainability issues.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Principal risks and uncertainties **Corporate Responsibility Report 2013** – Introduction – Our corporate responsibility strategy **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Developing sustainable buildings, Energy – Performance data, Developing sustainable buildings, Water **Corporate Responsibility Website** – Our approach, Risk assessment
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	**Annual Report and Accounts 2013** – Financial statements, Notes to the Accounts – 10 Pensions 100% of eligible staff participate in our non-contributory Defined Benefits scheme. 58% of eligible staff participate in our non-contributory Defined Contribution scheme. A further 13% of eligible staff do not participate as they are currently on probation and not yet entitled to participate until their probation has passed.

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Economic performance			
EC4	Significant financial assistance received from government.	Fully	In 2013 capital allowances were claimed totalling an estimated £16 million. This figure does not include any amounts for qualifying expenditure in 2013 which has not yet been quantified.
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	**Corporate Responsibility Report 2013** – Supporting communities **Full Data Report 2013** – Performance data, Supporting communities, Investment and contributions – Performance data, Supporting communities, Community Charter **Corporate Responsibility Website** – Our focus, Supporting communities
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	**Corporate Responsibility Report 2013** – Our impacts – Focus on socio-economic contributions – Supporting communities **Full Data Report 2013** – Performance data, Supporting communities, Investment and contributions **Corporate Responsibility Website** – Our stories, Our communities – Our focus, Supporting communities
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Focus on our socio-economic contributions **Full Data Report 2013** – Performance data, Supporting communities, Investment and contributions **Corporate Responsibility Website** – Our focus, Supporting communities

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Materials			
EN1	Materials used by weight, value or volume.	Partially	**Corporate Responsibility Website** – Our stories, Sustainable developments – Our views, Sarah's views We are able to report on a project level basis, hence this is noted as 'Partially' reported.
EN2	Percentage of materials used that are recycled and reusedinput materials.	Fully	**Full Data Report 2013** – Performance data, Developing sustainable buildings, Waste management and materials
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	**Corporate Responsibility Report 2013** – Managing buildings efficiently **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings
EN4	Indirect energy consumption by primary source.	Fully	**Corporate Responsibility Report 2013** – Managing buildings efficiently **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Developing sustainable buildings, Energy
CRE1	Building energy intensity.	Fully	**Corporate Responsibility Report 2013** – Managing buildings efficiently **Full Data Report 2013** – Performance data, Developing sustainable buildings, Energy

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Materials			
EN5	Energy saved due to conservation and efficiency improvements.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Our performance – Managing buildings efficiently **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Managing buildings efficiently, Like-for-like energy use **Corporate Responsibility Website** – Our focus, Managing buildings efficiently
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, About our business **Corporate Responsibility Report 2013** – Managing buildings efficiently **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Managing buildings efficiently, Like-for-like energy use – Performance data, Developing sustainable buildings, Energy **Corporate Responsibility Website** – Our stories, Efficient building management – Our focus, Managing buildings efficiently

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Materials			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Short-term actions – Understanding our strategy, About our business Corporate Responsibility Report 2013 – Managing buildings efficiently Full Data Report 2013 – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Managing buildings efficiently, Like-for-like energy use – Performance data, Developing sustainable buildings, Energy Corporate Responsibility Website – Our stories, Efficient building management – Our focus, Managing buildings efficiently
Water			
EN8	Total water withdrawal by source.	Fully	Corporate Responsibility Report 2013 – Our impacts Full Data Report 2013 – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Like-for-like water use – Performance data, Developing sustainable buildings, Water
EN10	Percentage and total volume of water recycled and reused.	Fully	Full Data Report 2013 – Performance data, Managing buildings efficiently, Like-for-like water use
CRE2	Building water intensity.	Fully	Full Data Report 2013 – Performance data, Managing buildings efficiently, EPRA

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Partially	Corporate Responsibility Website – Our stories, Efficient building management We report on the number of properties near to designated sites and habitat sites. We do not provide details of the location and size of these properties; this information is held internally.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Partially	Full Data Report 2013 – Performance data, Managing buildings efficiently, Biodiversity – Performance data, Developing sustainable buildings, Land and biodiversity Corporate Responsibility Website – Our stories, Biodiversity Review – Our stories, Wild at Teesside We report on some of the direct and indirect positive and negative impacts of our developments and managed properties, both in terms of numbers of properties and through case studies. We do not report in detail on the nature of the impacts in all circumstances.
EN13	Habitats protected or restored.	Partially	Full Data Report 2013 – Performance data, Managing buildings efficiently, Biodiversity – Performance data, Developing sustainable buildings, Land and biodiversity We report the size of habitat but not the location or whether each initiative was assessed by independent external professionals. A review in 2013 determined that it is not material to report on these aspects.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	Full Data Report 2013 – Performance data, Managing buildings efficiently, Biodiversity – Performance data, Developing sustainable buildings, Land and biodiversity Corporate Responsibility Website – Our stories, Efficient building management – Our approach, Our policies – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Focus on our carbon footprint **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Carbon emissions, Our carbon footprint – Performance data, Carbon emissions, Our Head Office emissions
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Our impacts – Focus on our carbon footprint **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Carbon emissions, Our carbon footprint – Performance data, Carbon emissions, Our Head Office emissions
CRE3	Greenhouse gas emissions intensity from buildings.	Fully	**Annual Report and Accounts 2013** – Our performance, Our corporate responsibility review **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Carbon emissions, Our carbon intensity – Performance data, Carbon emissions, Our Head Office emissions

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Emissions, effluents and waste			
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	**Annual Report and Accounts 2013** – Overview, Delivering superior performance – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Focus on our carbon footprint – Developing sustainable buildings **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Carbon emissions, Our carbon intensity – Performance data, Carbon emissions, Our Head Office emissions **Corporate Responsibility Website** – Our focus, Carbon – Our stories, Sustainable development
EN22	Total weight of waste by type and disposal method.	Partially	**Corporate Responsibility Report 2013** – Our impacts – Developing sustainable buildings **Full Data Report 2013** – Performance data, Managing buildings efficiently, EPRA – Performance data, Managing buildings efficiently, Like-for-like waste – Performance data, Managing buildings efficiently, Head Office – Performance data, Developing sustainable buildings, Waste management and materials We do not currently report managed hazardous waste from our managed portfolio due to data collection challenges.
Land Degradation, Contamination and Remediation			
CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	Fully	**Full Data Report 2013** – Performance data, Developing sustainable buildings, Land and biodiversity

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Products and services			
EN26	Initiatives to enhance efficiency and mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, Principal risks and uncertainties – Our performance, Our corporate responsibility review **Corporate Responsibility Report 2013** – Managing buildings efficiently – Developing sustainable buildings **Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Carbon emissions **Corporate Responsibility Website** – Our stories, Efficient building management – Our stories, Sustainable development – Our approach, Corporate responsibility strategy – Our approach, Our policies – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Carbon
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	**Full Data Report 2013** – Performance data, Managing buildings efficiently, Environmental compliance – Performance data, Developing sustainable buildings, Environmental compliance
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Partially	**Full Data Report 2013** – Performance data, Carbon emissions, Our carbon footprint
Overall			
EN30	Total environmental protection expenditures and investments by type.	Fully	**Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	Annual Report and Accounts 2013 – Understanding our strategy, About our business – Governance, Report of the Nomination Committee Full Data Report 2013 – Performance data, Engaging staff, Employment, – Performance data, Engaging staff, Equal opportunities and non-discrimination We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	Annual Report and Accounts 2013 – Governance, Other matters Corporate Responsibility Report 2013 – Engaging staff Full Data Report 2013 – Performance data, Engaging staff, Employment
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Corporate Responsibility Website – Our focus, Engaging staff
LA15	Return to work and retention rates after parental leave, by gender.	Fully	Full Data Report 2013 – Performance data, Engaging staff, Employment
Labour/management relations			
LA4		Fully	Full Data Report 2013 – Performance data, Engaging staff, Employment
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	Full Data Report 2013 – Performance data, Engaging staff, Health and wellbeing We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	Corporate Responsibility Report 2013 – Engaging staff Full Data Report 2013 – Performance data, Engaging staff, Personal development
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Partially	Corporate Responsibility Website – Our focus, Engaging staff We report on skills management and lifelong learning for employees. We do not report on the management of career endings.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	Corporate Responsibility Report 2013 – Engaging staff Full Data Report 2013 – Performance data, Engaging staff, Personal development
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Annual Report and Accounts 2013 – Governance, Report of the Nomination Committee Corporate Responsibility Report 2013 – Engaging staff Full Data Report 2013 – Performance data, Engaging staff, Equal opportunities and non-discrimination We report on composition by gender and age group. We do not report on composition by minority group or any other indicator of diversity as we do not collect this information.

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Performance Indicator	Description	Reported	Cross reference/Direct answer
Investment and procurement practices			
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	Corporate Responsibility Report 2013 – Developing sustainable buildings Corporate Responsibility Website – Our focus, Developing sustainable buildings We report on our developments main and second tier contractors who are required to participate in the Building Confidence suppliers screening process. This process does not screen out i.e. decline contractors, therefore we do not report on this aspect of the indicator. The screening covers aspects including health, safety, risk assessment, training, equality, monitoring working hours and pay.
Non-discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	Partially	Full Data Report 2013 – Performance data, Engaging staff, Equal opportunities and non-discrimination We will review reporting this indicator broken down by disability and sexual orientation with an aim to report in the medium term.
Child labor			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures to contribute to the elimination of all forms of child labor.	Fully	British Land's operations and upper supply chain (1st, 2nd, 3rd tier suppliers) are considered to have no risk of incidents of child labour. We are aware that procurement of building materials manufactured outside the EU has some risk of child labour but we consider the risk to be low given the type of materials likely to be procured outside the EU in our supply chain. We have reviewed our procurement policies and will institute a requirement for stone traceability and risk assessment.
Forced and compulsory labor			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Partially	British Land's operations and upper supply chain (1st, 2nd, 3rd tier suppliers) are considered to have no risk of incidents of forced or compulsory labour. We are aware that procurement of building materials manufactured outside the EU has some risk of such but we consider the risk to be low given the type of materials likely to be procured outside the EU in our supply chain. We have reviewed our procurement policies and will institute a requirement for stone traceability and risk assessment. We also note that our stakeholders do not identify such labour as a material issue for us - see our Stakeholder Engagement Report.
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	Full Data Report 2013 – Performance data, Engaging staff, Equal opportunities and non-discrimination

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Local communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	Corporate Responsibility Report 2013 – Supporting communities Full Data Report 2013 – Performance data, Supporting communities, Investment and contributions – Performance data, Supporting communities, Community Charter
SO9	Operations with significant potential or actual negative and positive impacts on local communities.	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Short-term actions Corporate Responsibility Report 2013 – Our impacts – Focus on socio-economic contributions – Supporting communities Full Data Report 2013 – Performance data, Supporting communities, Investment and contributions – Performance data, Supporting communities, Community Charter Corporate Responsibility Website – Our stories, Communities – Our focus, Supporting communities
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	Annual Report and Accounts 2013 – Understanding our strategy, Short-term actions Corporate Responsibility Report 2013 – Supporting communities Full Data Report 2013 – Performance data, Supporting communities, Investment and contributions – Performance data, Supporting communities, Community Charter Corporate Responsibility Website – Our stories, Communities – Our focus, Supporting communities
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	Fully	No people were physically displaced in the reporting period.

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Full Data Report 2013 – Performance data, Engaging staff, Anti-corruption
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Full Data Report 2013 – Performance data, Engaging staff, Personal development
SO4	Actions taken in response to incidents of corruption.	Fully	Full Data Report 2013 – Performance data, Engaging staff, Anti-corruption
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Corporate Responsibility Website – Our approach, Stakeholder engagement – Our approach, Industry leadership – Our focus, Managing buildings efficiently
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Annual Report and Accounts 2013 – Governance, Other matters There were no contributions.
– Anti-competitive behaviour			
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	Fully	Zero actions to report.
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Zero fines and sanctions to report.

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Performance Indicator	Description	Reported	Cross-reference/Direct answer
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	**Corporate Responsibility Website** – Our approach, Our policies – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff Health and safety impacts are considered under each of the property lifecycle: - New construction: Yes, 100% - Management: Yes, 100% - Development: Yes, 100%
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	**Full Data Report 2013** – Performance data, Managing buildings efficiently, Health and safety – Performance data, Developing sustainable buildings, Health and safety

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Product and service labelling			
CRE8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment.	Fully	**Corporate Responsibility Report 2013** – Developing sustainable buildings **Full Data Report 2013** – Performance data, Managing buildings efficiently, Energy use and ratings – Performance data, Developing sustainable buildings, Sustainability ratings
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	**Annual Report and Accounts 2013** – Understanding our strategy, About our business **Corporate Responsibility Report 2013** – Our performance – Customer satisfaction **Full Data Report 2013** – Performance data, Customer satisfaction **Corporate Responsibility Website** – Our approach, Stakeholder engagement
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Fully	We have not identified any non-compliance with laws or regulations.

UN GLOBAL COMPACT
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LABOUR (PRINCIPLES 3 - 5)
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ANTI-CORRUPTION (PRINCIPLE 10)

Since December 2009, we have been a signatory to the UN Global Compact and continue to support its principles through our corporate responsibility programme. This Communication on Progress summarises our efforts, within our sphere of influence, to implement the ten principles encompassing human rights, environment, labour and anti-corruption.

It provides cross-references to relevant sections of our website and our independently assured GRI B+ rated Corporate Responsibility Report 2013.

Our statement of continued support is available at:

– Corporate Responsibility Website, Our views

References are available from the following web addresses:

– Annual Report and Accounts 2013
– Corporate Responsibility Report 2013
– Full Data Report 2013 including GRI Index
– Corporate Responsibility Website

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HUMAN RIGHTS (PRINCIPLES 1 - 2)

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ANTI-CORRUPTION (PRINCIPLE 10)

HUMAN RIGHTS (PRINCIPLES 1 AND 2)

1: Businesses should support and respect the protection of internationally proclaimed human rights

2: Make sure that they are not complicit in human rights abuses

GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: LA7, LA13, SO5, PR1, PR2	**Corporate Responsibility Downloads** – Corporate Responsibility Policy – Health and Safety for Developments Policy – Health and Safety Policy for Managed Properties in the UK – Health and Safety Policy for Managed Properties in Continental Europe – Health and Safety Guidance for Occupiers – Supplier Payment Policy	**Annual Report and Accounts 2013** – Understanding our strategy, Our strategy – Understanding our strategy, Measuring our performance – Understanding our strategy, About our business – Governance, Other matters **Corporate Responsibility Report 2013** – What matters most – Our impacts – Developing sustainable buildings **Corporate Responsibility Website** – Our approach, Our policies – Our focus, Managing buildings efficiently – Our focus, Developing sustainable buildings – Our focus, Engaging staff **Corporate Responsibility Downloads** – Community Charter	**Full Data Report 2013** – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Engaging staff **Corporate Responsibility Website** – Our approach, Developing sustainable buildings	**Corporate Responsibility Report 2013** – Management actions **Full Data Report 2013** – Targets, KPIs and management actions

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ANTI-CORRUPTION (PRINCIPLE 10)

LABOUR (PRINCIPLES 3, 4 AND 5)

3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

4: The elimination of all forms of forced and compulsory labour

5: The effective abolition of child labour

GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: LA4, SO5	**Corporate Responsibility Downloads** – Corporate Responsibility Policy	**Annual Report and Accounts 2013** – Understanding our strategy, About our business **Corporate Responsibility Website** – Our focus, Engaging staff **British Land Website** – About us, Careers	**Full Data Report 2013** – Performance data, Engaging staff	

UN GLOBAL COMPACT
LABOUR (PRINCIPLE 6)

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LABOUR (PRINCIPLE 6)				
6: The elimination of discrimination in respect of employment and occupation				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: LA2, LA13, HR4, SO5	**Corporate Responsibility Downloads** – Corporate Responsibility Policy	**Annual Report and Accounts 2013** – Governance, Other matters – Governance, Report of the Nomination Committee **Corporate Responsibility Website** – Our focus, Engaging staff **British Land Website** – About us, Careers	**Corporate Responsibility Report 2013** – Engaging staff – 2015 Targets **Full Data Report 2013** – Performance data, Engaging staff	**Corporate Responsibility Report 2013** – Management actions **Full Data Report 2013** – Targets, KPIs and management actions

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ENVIRONMENT (PRINCIPLES 8 - 9)
ANTI-CORRUPTION (PRINCIPLE 10)

ENVIRONMENT (PRINCIPLE 7)				
7: Businesses should support a precautionary approach to environmental challenges				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: EC2, EN18, EN26, EN30, SO5	Corporate Responsibility Downloads – Corporate Responsibility Policy – Sustainability Brief for Acquisitions – Sustainability Brief for Management – Sustainability Brief for Developments – Fit-out Waste Guide – Biodiversity Programme – Biodiversity Action Plan for Soft Landscapes – Biodiversity Action Plan for Urban Areas	Annual Report and Accounts 2013 – Understanding our strategy – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties – Our corporate responsibility review Corporate Responsibility Report 2013 – Our strategy – Our performance – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings Corporate Responsibility Website – Our stories – Our focus	Corporate Responsibility Report 2013 – Our performance – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings – 2015 targets, management actions and KPIs Full Data Report 2013 – Targets, Management actions and KPIs – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Carbon emissions	Corporate Responsibility Report 2013 – Management actions Full Data Report 2013 – Targets, Management actions and KPIs

UN GLOBAL COMPACT
ENVIRONMENT (PRINCIPLES 8 - 9)

UN GLOBAL COMPACT
HUMAN RIGHTS (PRINCIPLES 1 - 2)
LABOUR (PRINCIPLES 3 - 5)
LABOUR (PRINCIPLE 6)
ENVIRONMENT (PRINCIPLE 7)
ENVIRONMENT (PRINCIPLES 8 - 9)
ANTI-CORRUPTION (PRINCIPLE 10)

ENVIRONMENT (PRINCIPLES 8 AND 9)

8: Undertake initiatives to promote greater environmental responsibility

9: Encourage the development and diffusion of environmentally friendly technologies

GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: EN1-14-EN16-18, CRE1-5, EN22, EN26, EN28-30, SO5	**Corporate Responsibility Downloads** – Corporate Responsibility Policy – Sustainability Brief for Acquisitions – Sustainability Brief for Management – Sustainability Brief for Developments – Fit-out Waste Guide – Biodiversity Programme – Biodiversity Action Plan for Soft Landscapes – Biodiversity Action Plan for Urban Areas	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Understanding our strategy, Managing risk in delivering our strategy – Understanding our strategy, Principal risks and uncertainties – Our corporate responsibility review **Corporate Responsibility Report 2013** – Our strategy – Our performance – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings **Corporate Responsibility Website** – Our stories – Our approach	**Annual Report and Accounts 2013** – Understanding our strategy, Short-term actions – Our corporate responsibility review **Corporate Responsibility Report 2013** – Our performance – Focus on our carbon footprint – Managing buildings efficiently – Developing sustainable buildings – 2015 targets – Management actions – Key Performance Indicators **Full Data Report 2013** – Targets, Management actions and KPIs – Performance data, Managing buildings efficiently – Performance data, Developing sustainable buildings – Performance data, Carbon emissions	**Corporate Responsibility Report 2013** – Management actions **Full Data Report 2013** – Targets, Management actions and KPIs

UN GLOBAL COMPACT
ANTI-CORRUPTION (PRINCIPLE 10)

UN GLOBAL COMPACT
HUMAN RIGHTS (PRINCIPLES 1 - 2)
LABOUR (PRINCIPLES 3 - 5)
LABOUR (PRINCIPLE 6)
ENVIRONMENT (PRINCIPLE 7)
ENVIRONMENT (PRINCIPLES 8 - 9)
ANTI-CORRUPTION (PRINCIPLE 10)

ANTI-CORRUPTION (PRINCIPLE 10)				
10: Businesses should work against corruption in all its forms, including extortion and bribery				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
GRI Index 2013 – Performance Indicators: SO2-6	Corporate Responsibility Downloads – Corporate Responsibility Policy – Anti-bribery and Corruption Policy	Annual Report and Accounts 2013 – Governance, Other matters Corporate Responsibility Website – Our approach, Stakeholder engagement – Our approach, Industry leadership – Our focus, Managing buildings efficiently British Land Website – About us, Governance	Full Data Report 2013 – Performance data, Engaging staff	

INDEPENDENT ASSURANCE
INDEPENDENT ASSURANCE

INDEPENDENT ASSURANCE

Independent Assurance Report to the Directors of The British Land Company PLC

The Directors of The British Land Company PLC (British Land) engaged us to provide limited assurance on the information described below and set out in British Land's Corporate Responsibility Report 2013 (the CR Report) and its Full Data Report 2013 (the FDR) for the year ended 31 March 2013.

What we are assuring ("Selected Information")

- The selected corporate responsibility (CR) data for the year ended 31 March 2013 marked with the symbol ✓ presented in the CR Report and the FDR (the CR Data).
- British Land's declared Global Reporting Initiative (GRI) application level of B+ of the GRI "G3.1" Guidelines as stated on the opening page of the CR Report.

The scope of our work was restricted to the Selected Information for the year ended 31 March 2013 and does not extend to information in respect of earlier periods or to any other information in the CR Report or FDR.

How the information is assessed ("Reporting Criteria")

We assessed the Selected Information using British Land's Reporting Criteria as set out at www.britishland.com/crdata † and the GRI G3.1 Guidelines at https://www.globalreporting.org/reporting/g4/g3-1-guidelines/.

Professional standards applied †† and level of assurance †††

We have used ISAE 3000 (limited level of assurance) and we have complied with the ICAEW Code of Ethics.

Understanding reporting and measurement methodologies

There are no globally recognised and established practices for evaluating and measuring the Selected Information. The range of different, but acceptable, techniques can result in materially different reporting outcomes that may affect comparability with other organisations. The Reporting Criteria used as the basis of British Land's reporting should therefore be read in conjunction with the Selected Information and associated statements reported on British Land's website.

Work done

Considering the risk of material misstatement of the Selected Information, we:

- made enquiries of British Land's management, including the CR team and those with responsibility for CR management and group CR reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included visiting four sites, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group CR team;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to 48 sites in total to assure that data had been appropriately measured, recorded, collated and reported;
- With respect to the Developments carbon footprint data disclosed in Fig 49 in the FDR, we evaluated the methodology and basis of the independent valuation of the Developments carbon footprint, but did not test in detail the underlying calculation models and assumptions;
- With respect to the CR Data concerning project sustainability ratings Fig 38 in the FDR, we have examined underlying reports produced by external consultants and engineers, but have not tested in detail the underlying calculation models and assumptions;
- assessed the disclosure and presentation of the Selected Information; and
- assessed the GRI Index on British Land's website www.britishland.com/crdata for compliance with the GRI application level requirements for B+.

The Directors of British Land are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring British Land's performance based on the Reporting Criteria; and
- the content of the CR Report and FDR.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of British Land.

Our conclusions

As a result of our procedures nothing has come to our attention that indicates:

- the CR Data for the year ended 31 March 2013 has not been prepared in all material respects with the Reporting Criteria; or
- British Land's declared GRI application level of B+ on the opening page of the Corporate Responsibility Report 2013 is not fairly stated in accordance with the Reporting Criteria.

This report, including our conclusions, has been prepared solely for the Directors of British Land as a body in accordance with the agreement between us, to assist the Directors in reporting British Land's corporate responsibility performance and activities. We permit this report to be disclosed in the FDR for the year ended 31 March 2013, to enable the Directors to show they have addressed their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Directors as a body and British Land for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP, Chartered Accountants, London 29 May 2013

† The maintenance and integrity of British Land's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on British Land's website.

†† We have complied with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' issued by the IAASB, and with the applicable independence and competency requirements of the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics. To comply with those standards, our work was carried out by an independent and multi-disciplinary team of sustainability and assurance specialists.

††† Assurance, defined by the International Auditing and Assurance Standards Board (IAASB), gives the user confidence about the subject matter assessed against the reporting criteria. Reasonable assurance gives more confidence than limited assurance, as a limited assurance engagement is substantially less in scope in relation to both the assessment of risks of material misstatement and the procedures performed in response to the assessed risks.

British Land

Contact us
We hope you find this Report interesting. If you have any questions or comments about our approach to stakeholder engagement or the future of our corporate responsibility strategy, please contact us: cr@britishland.com

Want to know more?
For our online Full Data Report, where you can download Excel data, please visit www.britishland.com/crdata

For more information on our approach to corporate responsibility and our performance: www.britishland.com/responsibility

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