



Sustainability

Full Data Report 2015
Places People Prefer



Welcome to the British Land Full Data Report 2015

We report in accordance with the Global Reporting Initiative (GRI) G4 core option guidelines, GRI Construction and Real Estate Sector Disclosures Document, and the latest European Public Real Estate Association (EPRA) best practice recommendations on sustainability reporting.

DJSI

83%

score on the Dow Jones Sustainability Index 2014 (2013: 70%)

CARBON REDUCTIONS

39%

less Scope 1 and 2 emissions than our 2009 baseline

ENERGY REDUCTIONS

40%

landlord energy reductions across our like-for-like portfolio since 2009

BREEAM

96%

sq ft of office developments rated BREEAM Excellent for sustainability

COMMUNITY CHARTER

88%

of major assets achieved best practice or strong performance on all applicable Community Charter commitments

COMMUNITY BENEFICIARIES

18,800

people benefited from our community programme (2014: 19,800)



For our EPRA Index, see page 149

FURTHER READING

For detail on our sustainability strategy:
www.britishland.com/sustainability

For our Sustainability Progress Report:
www.britishland.com/SustainabilityReport

For our Annual Report and Accounts:
www.britishland.com/annualreport

CONTACT US

If you would like to know more about our approach to sustainability or let us know your views, please email us at sustainability@britishland.com

WANT TO KNOW MORE?

For our online Full Data Report, where you can download Excel data, please visit www.britishland.com/data

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




PERFORMANCE DATA

Introduction

We report in accordance with the Global Reporting Initiative (GRI) G4 core option guidelines, GRI Construction and Real Estate Sector Disclosures document, and the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting.

References to GRI are included alongside data where appropriate. Our EPRA Index is also available for download.

Where you see the assurance symbol , 2015 total data has been assured under the ISAE 3000 and ISAE 3410 standards by PwC. In prior years, selected data was assured by PwC and other providers (see earlier Reports): Independent Assurance

Data in this report covers 99% of our managed portfolio by value, 100% of development projects and 74% of our investment portfolio. '2014/15' refers to our financial year from 1 April 2014 to 31 March 2015. The same approach applies for previous years. Where accuracy improvements have been made, some earlier data has been restated: Reporting Criteria.



PERFORMANCE DATA

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Environmental

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PERFORMANCE DATA

Environmental

We work within our business and across our supply chain to target our efforts and resources at the environmental issues that matter most, focusing on the properties, developments and initiatives where we can achieve the biggest impacts.

39%

less Scope 1 and 2 carbon emissions than our 2009 baseline

£10m

energy cost savings for occupiers since 2009

£6.1m

environmental investment at our properties since 2011

40%

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

96%

BREEAM Excellent sustainability ratings for office developments

95%

of waste diverted from landfill at our properties and developments



For our EPRA Index, see page 149



PERFORMANCE DATA

Environmental

1–2: Overview

1. ENVIRONMENTAL SUMMARY

Sustainability ratings	2014/15	2013/14	2012/13	Scope	For detail
Proportion of developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail	94%	98%	100%	26/26	Fig. 2
Proportion of managed portfolio Energy Performance Certificates rated F or G	3%	NR	NR	3007/3148	Fig. 2

Financial

Savings from landlord energy savings (£)	£2,816,643	£1,987,126	£1,542,586	72/77	Fig. 3
Savings from occupier energy savings (£)	£1,002,945	£829,418	£666,020	18/18	Fig. 3
Revenue from on-site energy generation (£)	£0	NR	N/A	6/6	Fig. 4

Carbon

Total direct (Scope 1) greenhouse gas emissions (tonnes CO ₂ e)	7,519	7,335	6,756	45/47	Fig. 5
Total indirect (Scope 2) greenhouse gas emissions (tonnes CO ₂ e)	42,503	38,619	37,289	128/139	Fig. 7
Greenhouse gas intensity from building energy consumption (tonnes CO ₂ e per m ²)	Offices	0.14	0.15	37/38	Fig. 9
	Shopping centres	0.03	0.03	12/13	
	Retail parks	0.005	0.005	40/42	
Greenhouse gas intensity from building energy consumption (tonnes CO ₂ e per workstation or 10,000 visitors)	Offices	3.33	3.37	33/38	Fig. 9
	Shopping centres	0.83	1.13	11/13	
	Retail parks	0.16	0.23	39/42	
Scope 1 & 2 carbon intensity index [number/100]	64	59	63	78/83	Fig. 10



PERFORMANCE DATA

1. ENVIRONMENTAL SUMMARY CONTINUED

Energy use and intensity		2014/15	2013/14	2012/13	Scope	For detail
Total electricity consumption (MWh)		171,486	163,913	173,866	128/139	Fig. 13
Total district heating and cooling consumption (MWh)		0	289	349	0/0	Fig. 15
Total fuel consumption (MWh)		36,355	29,840	30,358	45/47	Fig. 17
Energy use – developments (MWh)		7,741	4,111	5,295	38/47	Fig. 19
Building energy intensity (kWh per m ²)	Offices	246.98	253.02	274.06	37/38	Fig. 20
	Shopping centres	56.44	54.13	57.76	12/13	
	Retail parks	8.90	9.12	10.44	40/42	
Building energy intensity (kWh per workstation or 10,000 visitors)	Offices	6,008	5,663	6,319	33/38	Fig. 21
	Shopping centres	1,450	1,741	2,197	11/13	
	Retail parks	272	306	431	39/42	
Energy intensity index [number/100]	Landlord total portfolio	64	61	65	78/83	Fig. 22
	Office occupier	83	86	86	19/19	
Proportion energy efficiency of new developments against relevant Building Regulations		25%	30%	27%	20/26	Fig. 23
Water use and intensity						
Total water consumption (m ³)		579,727	665,670	664,339	65/76	Fig. 24
Building water intensity (m ³ per m ²)	Offices	0.62	0.63	0.66	34/35	Fig. 26
	Shopping centres	0.33	0.30	0.26	10/11	
	Retail parks	0.10	0.11	0.28	13/15	
Building water intensity (m ³ per workstation or 10,000 visitors)	Offices	14.52	13.67	15.12	31/35	Fig. 27
	Shopping centres	8.84	9.70	9.92	10/11	
	Retail parks	3.07	3.38	11.78	13/15	
Landlord water intensity index [number/100]	Total portfolio	74	71	80	46/51	Fig. 28
Water use – developments (m ³)		51,374	31,089	54,302	38/47	Fig. 29
Waste and materials						
Waste by disposal route (tonnes and percent)	Recycled	13,119 (68%)	13,028 (66%)	10,422 (61%)	75/75	Fig. 34
	Incinerated	5,462 (29%)	5,020 (27%)	5,041 (29%)	75/75	
	Landfilled	615 (3%)	1,457 (7%)	1,739 (10%)	75/75	
Waste diverted from landfill on developments (tonnes and percent)		222,232 (95%)	52,366 (86%)	272,667 (92%)	38/47	Fig. 34
Land use						
Proportion of portfolio at high risk of flooding [percent by value]		8%	NR	NR	38/396	Fig. 39



PERFORMANCE DATA

2. SUSTAINABILITY RATINGS

GRI: EN27, CRE8 **A** Assurance covers total 2014/15 data. Assurance excludes Energy Performance Certificates.

Total portfolio – Energy Performance Certificates	Proportion (by value)
Proportion of portfolio A or B rated	22%
Proportion of portfolio F or G rated	3%
Scope	3007/3148

Total portfolio – green building ratings	
BREEAM Excellent	19%
BREEAM Very Good	2%
BREEAM Good	–
Code for Sustainable Homes Level 4	0%
Code for Sustainable Homes Level 3	–
Other ratings	–
Total	21%
Scope	293/293

Developments – green building ratings (on track to achieve)	Proportion (by floor area)
BREEAM Excellent	63%
BREEAM Very Good	17%
BREEAM Pass	2%
Code for Sustainable Homes Level 4	4%
Code for Sustainable Homes Level 3	14%
Other ratings	–
Total	100%
Developments on track to meet BREEAM Excellent for Offices and Very Good for Retail	94%
Scope	26/26



PERFORMANCE DATA

*Environmental***3-4: Financial****3. CUMULATIVE LIKE-FOR-LIKE COST SAVINGS AND INVESTMENT**

GRI: EN31 ^(A) Assurance covers 2014/15 investments data only; £1,949,179 of energy, water and waste initiatives through service charge spend and £94,975 through corporate spend.

	Savings (2011/12 to 2014/15)		Investments (2011/12 to 2014/15)			Scope (managed portfolio)
	Resource	£	Service charge (£)	Corporate (£)	Total (£)	
Energy use (MWh)						
Landlord energy	76,086	£7,264,897	£4,871,811	£537,975	£5,409,785	72/77
Occupier energy	25,339	£2,847,151	-	-	-	18/18
Sub-total	101,425	£10,112,048	£4,871,811	£537,975	£5,409,785	72/77
Water use (m³)						
Sub-total	-18,838	-£24,800	£79,816	£0	£79,816	45/50
Waste management (tonnes diverted from landfill)						
Sub-total	32,599	£2,251,226	£561,896	£6,645	£568,541	51/51
Overall						
Total	N/A	£12,338,474	£5,513,522	£544,620	£6,058,142	72/77



PERFORMANCE DATA

4. ON-SITE ENERGY REVENUE AND GENERATION

	Generation (MWh)	Revenue (£)	Scope (managed portfolio)
	2014/15		
Managed portfolio			
District heating and cooling generation	1,064	£0	1/1
Photovoltaic	322	£0	5/5
Total	1,385	£0	6/6



PERFORMANCE DATA

Environmental

5-12: Carbon emissions

5. TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

GRI: EN15, EN27 ^(A) Assurance covers total 2014/15 data.

	Emissions from fuel use and refrigerant loss (tonnes CO ₂ e)		
	2014/15	2013/14	2012/13
Offices			
Landlord influenced area: common parts and shared services	6,793	6,657	5,901
British Land: Head Office occupied space	-	-	-
British Land: subsidiaries	0	0	0
Whole building	6,793	6,657	5,901
<i>Scope (managed portfolio)</i>	<i>30/31</i>	<i>31/32</i>	<i>23/26</i>
Retail			
Shopping centres: common parts	525	481	678
Retail parks: common parts	59	69	71
<i>Scope (managed portfolio)</i>	<i>14/15</i>	<i>17/19</i>	<i>18/20</i>
Residential			
Common parts use	30.1	0.1	-
<i>Scope (managed portfolio)</i>	<i>1/1</i>	<i>5/5</i>	<i>0/0</i>
Travel			
Fuel use: British Land owned vehicles	112	128	105
Overall			
Total	7,519	7,335	6,756
<i>Scope (managed portfolio)</i>	<i>45/47</i>	<i>49/52</i>	<i>41/46</i>



PERFORMANCE DATA

6. LIKE-FOR-LIKE TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

GRI: EN19, EN27 ^(A) Assurance covers total 2014/15 data.

	Emissions from fuel use and refrigerant loss (tonnes CO ₂ e)		
	2014/15	Change 2013/14 to 2014/15	2013/14
Offices			
Landlord influenced area: common parts and shared services	3,719	-15%	4,384
British Land: Head Office occupied space	-	-	-
British Land: subsidiaries	-	-	-
Whole building	3,719	-15%	4,384
<i>Scope (managed portfolio)</i>	<i>20/21</i>		<i>20/21</i>
Retail			
Shopping centres: common parts	521	19%	438
Retail parks: common parts	59	-15%	69
<i>Scope (managed portfolio)</i>	<i>11/13</i>		<i>11/13</i>
Residential			
Common parts use	0	-	0
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>
Travel			
Fuel use: British Land owned vehicles	106	-15%	125
Overall			
Total	4,405	-12%	5,016
<i>Scope (managed portfolio)</i>	<i>31/34</i>		<i>31/34</i>



PERFORMANCE DATA

7. TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

GRI: EN16, EN27 ^(A) Assurance covers total 2014/15 data.

	Emissions from offsite energy generation (tonnes CO ₂ e)		
	2014/15	2013/14	2012/13
Offices			
Landlord influenced area: common parts and shared services	30,336	25,503	24,251
British Land: Head Office occupied space	313	252	263
British Land: subsidiaries	316	307	299
Whole building	30,964	26,062	24,813
<i>Scope (managed portfolio)</i>	<i>43/44</i>	<i>46/47</i>	<i>35/38</i>
Retail			
Shopping centres: common parts	9,269	9,572	9,003
Retail parks: common parts	2,163	2,797	3,158
<i>Scope (managed portfolio)</i>	<i>59/62</i>	<i>75/79</i>	<i>76/83</i>
Residential			
Common parts	106	188	315
<i>Scope (managed portfolio)</i>	<i>26/33</i>	<i>35/55</i>	<i>37/37</i>
All property types			
Total	42,503	38,619	37,289
<i>Scope (managed portfolio)</i>	<i>128/139</i>	<i>156/181</i>	<i>148/158</i>



PERFORMANCE DATA

8. LIKE-FOR-LIKE TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

GRI: EN27 **A** Assurance covers total 2014/15 data.

	Emissions from offsite energy generation (tonnes CO ₂ e)		
	2014/15	Change 2013/14 to 2014/15	2013/14
Offices			
Landlord influenced area: common parts and shared services	21,736	5%	20,796
British Land: Head Office occupied space	313	24%	252
British Land: subsidiaries	316	3%	307
Whole building	22,364	5%	21,355
<i>Scope (managed portfolio)</i>	<i>28/29</i>		<i>28/29</i>
Retail			
Shopping centres: common parts	7,006	1%	6,918
Retail parks: common parts	2,108	6%	1,998
<i>Scope (managed portfolio)</i>	<i>46/50</i>		<i>46/50</i>
Residential			
Common parts	24	-9%	26
<i>Scope (managed portfolio)</i>	<i>1/1</i>		<i>1/1</i>
All property types			
Total	31,502	4%	30,297
<i>Scope (managed portfolio)</i>	<i>75/80</i>		<i>75/80</i>



PERFORMANCE DATA

9. GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION

GRI: EN18, EN27, CRE3 ^(A) Assurance covers total 2014/15 data. Assurance excludes tonnes CO₂e per workstation or 10,000 visitors, per £m of gross rental and related income, and per full time equivalent. Assurance excludes British Land Head Office, subsidiaries and residential.

Activity related (tonnes CO ₂ e/m ²)	Managed portfolio emissions intensity			
	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
Offices				
Landlord influenced area: common parts and shared services	0.061	-1%	0.058	0.062
Direct use in occupier spaces	0.075	-11%	0.078	0.084
British Land: Head Office occupied space	0.105	20%	0.085	0.088
British Land: subsidiaries	0.186	11%	0.171	0.168
Whole building	0.136	-6%	0.137	0.145
<i>Scope (managed portfolio)</i>	<i>37/38</i>		<i>29/30</i>	<i>26/26</i>
Retail				
Shopping centres: common parts	0.033	9%	0.029	0.030
Retail parks: common parts	0.005	-2%	0.005	0.005
<i>Scope (managed portfolio)</i>	<i>52/55</i>		<i>52/56</i>	<i>67/71</i>
Residential				
Common parts	0.165	79%	0.037	0.092
<i>Scope (managed portfolio)</i>	<i>2/2</i>		<i>23/35</i>	<i>32/37</i>



PERFORMANCE DATA

9. GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION CONTINUED

Activity related (tonnes CO ₂ e/ workstation or 10,000 visitors)	Managed portfolio emissions intensity			
	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
Offices				
Whole building	3.331	-1%	3.077	3.370
British Land: Head Office occupied space	1.455	14%	1.156	1.277
British Land: subsidiaries	2.106	-26%	3.464	2.834
<i>Scope (managed portfolio)</i>	<i>33/38</i>		<i>24/30</i>	<i>23/26</i>
Retail				
Shopping centres: common parts	0.831	-27%	0.940	1.133
Retail parks: common parts	0.164	-27%	0.172	0.226
<i>Scope (managed portfolio)</i>	<i>50/55</i>		<i>51/56</i>	<i>51/71</i>
Financial				
Tonnes CO ₂ e per £m of gross rental and related income	182.06	12%	150.67	162.39
Staff				
Tonnes CO ₂ e per full time equivalent	234.63	6%	203.58	220.43



PERFORMANCE DATA

10. SCOPE 1 & 2 CARBON INTENSITY INDEX

GRI: EN27

	Scope 1 & 2 carbon intensity index		
	2014/15	2013/14	2008/09
Offices			
Landlord influenced area: common parts and shared services	67	61	100
<i>Scope (managed portfolio)</i>	<i>29/30</i>	<i>25/26</i>	<i>16/17</i>
Retail			
Shopping centres: common parts	52	51	100
Retail parks: common parts	62	59	100
<i>Scope (managed portfolio)</i>	<i>49/53</i>	<i>51/54</i>	<i>59/65</i>
Overall			
Total	64	59	100
<i>Scope (managed portfolio)</i>	<i>78/83</i>	<i>76/80</i>	<i>75/82</i>



PERFORMANCE DATA

11. TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 AND 3) GREENHOUSE GAS EMISSIONS

GRI: EN15, EN16, EN17, EN19, EN27, EN30 ^(A) Assurance covers total 2014/15 data.

	Tonnes of carbon dioxide equivalent (tonnes CO ₂ e)												
	2014/15				Change 2012/13 to 2014/15	2013/14				2012/13			
	Scope 1	Scope 2	Scope 3	Total		Scope 1	Scope 2	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
Managed portfolio energy use													
Offices: landlord influenced area	6,238	30,336	8,899	45,473	26%	4,965	25,503	7,738	38,206	4,932	24,251	6,851	36,034
Offices: direct use in occupier spaces	-	-	50,652	50,652	2%	-	-	43,270	43,270	-	-	49,651	49,651
British Land: Head Office occupied space	0	313	79	392	20%	0	252	64	316	0	263	64	327
British Land: subsidiaries	0	316	80	396	6%	0	307	79	386	0	299	73	373
Shopping centres: common parts	525	9,269	2,427	12,222	3%	466	9,572	2,487	12,525	571	9,003	2,252	11,827
Retail parks: common parts	59	2,163	555	2,778	-30%	69	2,797	710	3,576	71	3,158	765	3,994
Retail: direct retailer use in leased demises	-	-	1,131	1,131	-35%	-	-	1,387	1,387	-	-	1,735	1,735
Residential: common parts	30	106	31	167	-57%	0	188	48	237	-	315	76	391
Managed portfolio refrigerant loss													
Air conditioning in offices and shopping centres	554	-	-	554	-48%	1,707	-	-	1,707	1,076	-	-	1,076
Managed portfolio water use													
Offices, shopping centres and retail parks	-	-	195	195	-11%	-	-	223	223	-	-	219	219
Developments													
Embodied carbon: materials	-	-	93,215	93,215	-47%	-	-	157,100	157,100	-	-	175,300	175,300



PERFORMANCE DATA

11. TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 AND 3) GREENHOUSE GAS EMISSIONS CONTINUED

	Tonnes of carbon dioxide equivalent (tonnes CO ₂ e)												
	2014/15				Change 2012/13 to 2014/15	2013/14				2012/13			
	Scope 1	Scope 2	Scope 3	Total		Scope 1	Scope 2	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
Travel													
Fuel use: British Land owned vehicles	112	-	24	136	7%	128	-	28	156	105	-	22	128
Business travel: British Land Head Office	-	-	168	168	-21%	-	-	252	252	-	-	212	212
Overall													
Total	7,519	42,503	157,456	207,478	-26%	7,335	38,619	213,386	259,341	6,756	37,289	237,220	281,265
Scope (managed portfolio)				128/139					156/181				148/158
Scope (developments)				6/9					35/37				30/34



PERFORMANCE DATA

12. SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES

GRI: EN17, EN30

	Tonnes of carbon dioxide equivalent (tonnes CO ₂ e)
Reported scope 3 footprint (2014/15)	
Managed portfolio	
Energy use	63,854
Water use	195
Developments	
Embodied carbon: materials	93,215
Travel	
Fuel use: British Land owned vehicles	24
Business travel: British Land Head Office	168
Reported Scope 3 footprint	
Sub-total	157,456
Additional estimated scope 3 footprint (2011/12)	
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

	Tonnes of carbon dioxide equivalent (tonnes CO ₂ e)
Corporate	
Administration expenses	6,246
Finance	10,859
Staff commuting	76
Head Office: property outgoings and staff	19,248
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	6,016,078



PERFORMANCE DATA

Environmental

13–19: Energy use

13. TOTAL ELECTRICITY CONSUMPTION

GRI: EN3, EN4, EN6, EN7, EN27 ^(A) Assurance covers total 2014/15 data.

	Purchased and consumed electricity (MWh)			Self-generated electricity consumed (MWh)			Total consumed electricity (MWh)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Offices									
Common parts	23,244	23,113	22,406	–	–	–	23,244	23,113	22,406
Shared services	38,746	33,343	31,218	1,099	18	28	39,845	33,361	31,246
Direct use in occupier spaces	83,096	75,115	87,369	–	–	–	83,096	75,115	87,369
British Land: Head Office occupied space	632	550	575	–	–	–	632	550	575
British Land: subsidiaries	639	671	656	–	–	–	639	671	656
Total	146,358	132,792	142,225	1,099	18	28	147,456	132,809	142,254
<i>Scope (managed portfolio)</i>	<i>43/44</i>	<i>46/47</i>	<i>35/38</i>	<i>3/3</i>	<i>1/1</i>	<i>2/2</i>	<i>43/44</i>	<i>46/47</i>	<i>35/38</i>
Retail									
Shopping centres: common parts	18,771	22,595	21,478	0	86	0	18,771	22,681	21,478
Retail parks: common parts	4,377	6,430	7,324	0	3	2	4,377	6,432	7,326
Direct use in retailer leased demises	666	1,568	2,124	–	–	–	666	1,568	2,124
<i>Scope (managed portfolio)</i>	<i>59/62</i>	<i>75/79</i>	<i>76/83</i>	<i>1/1</i>	<i>2/2</i>	<i>1/1</i>	<i>59/62</i>	<i>75/79</i>	<i>76/83</i>
Residential									
Common parts	215	423	684	–	–	–	215	423	684
<i>Scope (managed portfolio)</i>	<i>26/33</i>	<i>35/55</i>	<i>37/37</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>26/33</i>	<i>35/55</i>	<i>37/37</i>



PERFORMANCE DATA

13. TOTAL ELECTRICITY CONSUMPTION CONTINUED

	Purchased and consumed electricity (MWh)			Self-generated electricity consumed (MWh)			Total consumed electricity (MWh)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
All property types									
Total	170,386	163,807	173,836	1,099	106	30	171,486	163,913	173,866
<i>Scope (managed portfolio)</i>	<i>128/139</i>	<i>156/181</i>	<i>148/158</i>	<i>4/4</i>	<i>3/3</i>	<i>3/3</i>	<i>128/139</i>	<i>156/181</i>	<i>148/158</i>



PERFORMANCE DATA

14. LIKE-FOR-LIKE TOTAL ELECTRICITY CONSUMPTION

GRI: EN3, EN4, EN6, EN7, EN27 ^(A) Assurance covers total 2014/15 data.

	Purchased and consumed electricity (MWh)		Self-generated electricity consumed (MWh)		Total consumed electricity (MWh)		
	2014/15	2013/14	2014/15	2013/14	2014/15	Change 2013/14 to 2014/15	2013/14
Offices							
Common parts	20,294	20,279	-	-	20,294	0%	20,279
Shared services	24,269	25,671	17	18	24,286	-5%	25,688
Direct use in occupier spaces	73,744	71,720	-	-	73,744	3%	71,720
British Land: Head Office occupied space	632	550	-	-	632	15%	550
British Land: subsidiaries	639	671	-	-	639	-5%	671
Total	119,578	118,890	17	18	119,595	1%	118,908
<i>Scope (managed portfolio)</i>	<i>28/29</i>	<i>28/29</i>	<i>1/1</i>	<i>1/1</i>	<i>28/29</i>		<i>28/29</i>
Retail							
Shopping centres: common parts	14,180	15,087	0	0	14,180	-6%	15,087
Retail parks: common parts	4,266	4,344	0	3	4,266	-2%	4,347
Direct use in retailer leased demises	666	447	-	-	666	49%	447
<i>Scope (managed portfolio)</i>	<i>46/50</i>	<i>46/50</i>	<i>1/1</i>	<i>1/1</i>	<i>46/50</i>		<i>46/50</i>
Residential							
Common parts	48	47	-	-	48	3%	47
<i>Scope (managed portfolio)</i>	<i>1/1</i>	<i>1/1</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>		<i>1/1</i>
All property types							
Total	138,738	138,815	17	20	138,755	0%	138,835
<i>Scope (managed portfolio)</i>	<i>75/80</i>	<i>75/80</i>	<i>2/2</i>	<i>2/2</i>	<i>75/80</i>		<i>75/80</i>



PERFORMANCE DATA

15. TOTAL DISTRICT HEATING AND COOLING CONSUMPTION

GRI: EN3, EN4, EN6, EN7, EN27 ^(A) Assurance covers total 2014/15 data.

	Total (MWh)		
	2014/15	2013/14	2012/13
Offices			
Common parts	-	-	-
Shared services	-	-	-
Direct use in occupier spaces	-	-	-
British Land: Head Office occupied space	-	-	-
British Land: subsidiaries	-	-	-
Total	0	0	0
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>
Retail			
Shopping centres: common parts	-	-	-
Retail parks: common parts	0	289	349
Direct use in retailer leased demises	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>1/1</i>	<i>1/1</i>
Residential			
Common parts	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>
All property types			
Total	0	289	349
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>1/1</i>	<i>1/1</i>



PERFORMANCE DATA

16. LIKE-FOR-LIKE TOTAL DISTRICT HEATING AND COOLING CONSUMPTION

GRI: EN3, EN4, EN6, EN7, EN27 ^(A) Assurance covers total 2014/15 data.

	2014/15	Change 2013/14 to 2014/15	Total (MWh) 2013/14
Offices			
Common parts	-	-	-
Shared services	-	-	-
Direct use in occupier spaces	-	-	-
British Land: Head Office occupied space	-	-	-
British Land: subsidiaries	-	-	-
Total	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>
Retail			
Shopping centres: common parts	-	-	-
Retail parks: common parts	-	-	-
Direct use in retailer leased demises	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>
Residential			
Common parts	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>
All property types			
Total	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>



PERFORMANCE DATA

17. TOTAL FUEL CONSUMPTION

GRI: EN3, EN4, EN27 ^(A) Assurance covers total 2014/15 data.

	Non-renewable (MWh)			Renewable (MWh)			Total (MWh)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Offices									
Common parts	0	0	0	-	-	-	-	-	-
Shared services	30,286	24,225	23,894	0	0	0	30,286	24,225	23,894
Direct use in occupier spaces	0	20	85	-	-	-	0	20	85
British Land: Head Office occupied space	-	-	-	-	-	-	-	-	-
British Land: subsidiaries	-	-	-	-	-	-	-	-	-
Total	30,286	24,245	23,978	0	0	0	30,286	24,245	23,978
Scope (managed portfolio)	30/31	31/32	23/26	0/0	0/0	0/0	30/31	31/32	23/26
Retail									
Shopping centres: common parts	2,552	2,272	2,785	-	-	-	2,552	2,272	2,785
Retail parks: common parts	286	337	345	-	-	-	286	337	345
Direct use in retailer leased demises	3,085	2,985	3,250	-	-	-	3,085	2,985	3,250
Scope (managed portfolio)	14/15	17/19	18/20	0/0	0/0	0/0	14/15	17/19	18/20
Residential									
Common parts	146	0.4	-	-	-	-	146	0.4	-
Scope (managed portfolio)	1/1	1/1	0/0	0/0	0/0	0/0	1/1	1/1	0/0
All property types									
Total	36,355	29,840	30,358	0	0	0	36,355	29,840	30,358
Scope (managed portfolio)	45/47	49/52	41/46	0/0	0/0	0/0	45/47	49/52	41/46



PERFORMANCE DATA

18. LIKE-FOR-LIKE TOTAL FUEL CONSUMPTION

GRI: EN3, EN4, EN6, EN7, EN27 ^(A) Assurance covers total 2014/15 data.

	Non-renewable (MWh)		Renewable (MWh)		Total (MWh)		
	2014/15	2013/14	2014/15	2013/14	2014/15	Change 2013/14 to 2014/15	2013/14
Offices							
Common parts	0	0	-	-	-	-	-
Shared services	15,336	16,245	0	0	15,336	-6%	16,245
Direct use in occupier spaces	0	20	-	-	0	-100%	20
British Land: Head Office occupied space	-	-	-	-	-	-	-
British Land: subsidiaries	-	-	-	-	-	-	-
Total	15,336	16,264	0	0	15,336	-6%	16,264
<i>Scope (managed portfolio)</i>	<i>20/21</i>	<i>20/21</i>	<i>0/0</i>	<i>0/0</i>	<i>20/21</i>		<i>20/21</i>
Retail							
Shopping centres: common parts	2,531	2,066	-	-	2,531	23%	2,066
Retail parks: common parts	286	337	-	-	286	-15%	337
Direct use in retailer leased demises	3,085	2,928	-	-	3,085	5%	2,928
<i>Scope (managed portfolio)</i>	<i>11/13</i>	<i>11/13</i>	<i>0/0</i>	<i>0/0</i>	<i>11/13</i>		<i>11/13</i>
Residential							
Common parts	-	-	-	-	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>		<i>0/0</i>
All property types							
Total	21,238	21,596	0	0	21,238	-2%	21,596
<i>Scope (managed portfolio)</i>	<i>31/34</i>	<i>31/34</i>	<i>0/0</i>	<i>0/0</i>	<i>31/34</i>		<i>31/34</i>



PERFORMANCE DATA

19. ENERGY USE – DEVELOPMENTS

GRI: EN3, EN4

	2014/15	2013/14	2012/13
	kWh	kWh	kWh
Electricity purchased and consumed	3,478,242	605,673	987,792
Renewable fuel	N/A	N/A	N/A
Non-renewable fuel	4,262,417	3,505,209	4,307,104
<i>Scope</i>	38/47	33/34	27/29
Total	7,740,659	4,110,882	5,294,897



PERFORMANCE DATA

Environmental

20–23: Energy intensity

20. BUILDING ENERGY INTENSITY – FLOOR AREA

GRI: EN5, EN27, CRE1 ^(A) Assurance covers total 2014/15 data. Assurance excludes British Land Head Office occupied space, British Land subsidiaries and residential.

	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
				kWh/m ²
Offices				
Landlord influenced area: common parts and shared services	123.60	-2%	116.20	125.87
Direct use in occupier spaces	122.70	-17%	136.10	147.30
British Land: Head Office occupied space	169.57	10%	147.50	154.30
British Land: subsidiaries	282.13	-31%	326.33	410.49
Whole building	246.98	-10%	253.02	274.06
<i>Scope (managed buildings)</i>	<i>37/38</i>		<i>29/30</i>	<i>26/26</i>
Retail				
Shopping centres: common parts	56.44	-2%	54.13	57.76
Retail parks: common parts	8.90	-15%	9.12	10.44
<i>Scope (managed buildings)</i>	<i>52/55</i>		<i>52/56</i>	<i>67/71</i>
Residential				
Common parts	423.64	171%	60.69	155.35
<i>Scope (managed buildings)</i>	<i>2/2</i>	<i>-</i>	<i>23/35</i>	<i>32/37</i>



PERFORMANCE DATA

21. BUILDING ENERGY INTENSITY – WORKSTATIONS AND VISITORS

GRI: EN5, EN27, CRE1

	kWh/workstation or 10,000 visitors			
	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
Offices				
Whole building	6,008	-5%	5,663	6,319
British Land: Head Office occupied space	2,350	5%	2,010	2,248
British Land: subsidiaries	3,401	-32%	6,021	4,990
<i>Scope (managed portfolio)</i>	<i>33/38</i>		<i>24/30</i>	<i>23/26</i>
Retail				
Shopping centres: common parts	1,450	-34%	1,741	2,197
Retail parks: common parts	272	-37%	306	431
<i>Scope (managed portfolio)</i>	<i>50/55</i>		<i>51/56</i>	<i>51/71</i>



PERFORMANCE DATA

22. ENERGY INTENSITY INDEX

GRI: EN27

	Energy intensity index		
	2014/15	2013/14	2008/09
Offices			
Landlord influenced area: common parts and shared services	67	63	100
Scope (managed portfolio)	29/30	25/26	16/17
Retail			
Shopping centres: common parts	51	53	100
Retail parks: common parts	59	60	100
Scope (managed portfolio)	49/53	51/54	59/65
Overall			
Total	64	61	100
Scope (managed portfolio)	78/83	76/80	75/82
Occupier energy			
Office occupier energy intensity index	83	86	100
Scope (managed portfolio)	19/19	18/18	10/10

23. ENERGY EFFICIENCY – DEVELOPMENTS

GRI: EN6, EN7, EN27

	% better than relevant Building Regulations
	2014/15
Average	25.30%
Scope	20/26



PERFORMANCE DATA

Environmental

24–29: Water use and intensity

24. TOTAL WATER CONSUMPTION

GRI: EN8, EN10, EN27 ^(A) Assurance covers total 2014/15 data.

	Mains water use			Non-mains water use						Total water use		
	m ³			Borehole water (m ³)			Water from on-site harvested sites (m ³)			m ³		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Offices												
Whole building	425,989	389,414	407,510	–	–	–	2,271	4	365	428,260	389,418	407,875
British Land: Head Office occupied space	1,978	2,552	2,253	–	–	–	0	0	0	1,978	2,552	2,253
British Land: subsidiaries	361	156	152	–	–	–	0	0	0	361	156	152
Scope (managed portfolio)	39/40	41/42	32/35	0/0	0/0	0/0	1/1	1/1	2/2	39/40	41/42	32/35
Retail												
Shopping centres: common parts	99,932	153,302	96,560	17,811	12,723	18,407	2,272	2,542	3,900	120,014	168,567	118,866
Retail parks: common parts	31,274	101,956	130,596	0	0	0	79	152	170	31,352	102,108	130,766
Scope (managed portfolio)	24/27	35/39	36/43	1/1	1/1	1/1	3/3	4/4	4/4	24/27	35/39	36/43



PERFORMANCE DATA

24. TOTAL WATER CONSUMPTION CONTINUED

	Mains water use						Non-mains water use						Total water use		
	m ³			Borehole water (m ³)			Water from on-site harvested sites (m ³)			m ³					
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13			
Residential															
Common parts	100	5,576	5,398	-	-	-	-	-	-	100	5,576	5,398			
Scope (managed portfolio)	2/9	5/25	7/8	0/0	0/0	0/0	0/0	0/0	0/0	2/9	5/25	7/8			
All property types															
Total	557,295	650,248	640,063	17,811	12,723	18,407	4,621	2,698	4,435	579,727	665,670	662,905			
Scope (managed portfolio)	65/76	81/106	75/86	1/1	1/1	1/1	4/4	5/5	6/6	65/76	81/106	75/86			



PERFORMANCE DATA

25. LIKE-FOR-LIKE TOTAL WATER CONSUMPTION

GRI: EN27 **A** Assurance covers total 2014/15 data.

	Mains water use		Non-mains water use				Total water use		
	m ³		Borehole water (m ³)		Water from on-site harvested sites (m ³)		m ³		
	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	Change 2013/14 to 2014/15	2013/14
Offices									
Whole building	361,921	334,121	-	-	0	4	361,921	8%	334,125
British Land: Head Office occupied space	1,978	2,552	-	-	-	-	1,978	-22%	2,552
British Land: subsidiaries	361	156	-	-	-	-	361	131%	156
Scope (managed portfolio)	26/27	26/27	0/0	0/0	0/0	1/1	26/27		26/27
Retail									
Shopping centres: common parts	86,805	80,411	17,811	12,723	2,272	2,238	106,887	12%	95,372
Retail parks: common parts	31,274	30,968	-	-	79	152	31,352	1%	31,120
Scope (managed portfolio)	21/25	20/24	1/1	1/1	3/3	3/3	21/25		21/25
Retail									
Common parts	-	-	-	-	-	-	-	-	-
Scope (managed portfolio)	0/0	0/0	0/0	0/0	0/0	0/0	0/0		0/0
All property types									
Total	479,999	445,500	17,811	12,723	2,350	2,394	500,160	9%	460,617
Scope (managed portfolio)	47/52	46/51	1/1	1/1	3/3	4/4	47/52		46/51



PERFORMANCE DATA

26. BUILDING WATER INTENSITY – FLOOR AREA

GRI: EN27, CRE2 ^(A) Assurance covers total 2014/15 data. Assurance excludes British Land Head Office occupied space, British Land subsidiaries and residential.

	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
				m ³ /m ²
Offices				
Whole building	0.62	-7%	0.63	0.66
British Land: Head Office occupied space	0.53	-12%	0.68	0.60
British Land: subsidiaries	0.20	113%	0.09	0.10
<i>Scope (managed portfolio)</i>	<i>34/35</i>		<i>27/28</i>	<i>26/26</i>
Retail				
Shopping centres: common parts	0.33	26%	0.30	0.26
Retail parks: common parts	0.10	-64%	0.11	0.28
<i>Scope (managed portfolio)</i>	<i>23/26</i>		<i>22/26</i>	<i>31/35</i>
Residential				
Common parts	0.04	-98%	1.48	1.61
<i>Scope (managed portfolio)</i>	<i>1/1</i>		<i>5/5</i>	<i>3/5</i>



PERFORMANCE DATA

27. BUILDING WATER INTENSITY – WORKSTATIONS AND VISITORS

GRI: EN27, CRE2

	m ³ /workstation or 10,000 visitors			
	2014/15	Change 2012/13 to 2014/15	2013/14	2012/13
Offices				
Whole building	14.52	-4%	13.67	15.12
British Land: Head Office occupied space	7.35	-17%	9.32	8.80
British Land: subsidiaries	1.25	-	0.00	0.00
<i>Scope (managed portfolio)</i>	<i>31/35</i>		<i>23/28</i>	<i>23/26</i>
Retail				
Shopping centres: common parts	8.84	-11%	9.70	9.92
Retail parks: common parts	3.07	-74%	3.38	11.78
<i>Scope (managed portfolio)</i>	<i>23/26</i>		<i>22/26</i>	<i>30/35</i>



PERFORMANCE DATA

28. LANDLORD WATER INTENSITY INDEX

GRI: EN27

	Landlord water intensity index		
	2014/15	2013/14	2008/09
Offices			
Whole building	76	72	100
Scope (managed portfolio)	24/28	21/25	12/17
Retail			
Shopping centres: common parts	83	83	100
Retail parks: common parts	22	25	100
Scope (managed portfolio)	22/23	22/24	6/26
Overall			
Total	74	71	100
Scope (managed portfolio)	46/51	43/49	18/43

29. WATER USE - DEVELOPMENTS

GRI: EN8

	Water use (m ³)		
	2014/15	2013/14	2012/13
Offices			
Mains water	51,374	31,089	54,302
Non-mains water use	N/A	N/A	N/A
Scope	38/47	33/34	33/34
Total	51,374	31,089	54,302



PERFORMANCE DATA

*Environmental***30–35: Waste and materials****30. WASTE MANAGEMENT – BY WEIGHT**GRI: EN23, EN27 ^(A) Assurance covers total 2014/15 data.

	Non-hazardous managed waste														
	Offices (tonnes)			British Land: Head Office occupied space (tonnes)			Shopping centres (tonnes)			Retail parks (tonnes)			Total (tonnes)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Re-use	0	0	0	–	–	–	15	0	0	0	0	0	15	0	0
Composting	404	317	365	4	4	4	1,367	1,205	468	266	100	123	2,040	1,626	960
Recycling	2,242	1,916	2,177	29	23	27	3,646	4,161	3,068	865	808	800	6,783	6,909	6,073
<i>Direct to Materials Recovery Facility</i>	1,134	1,007	765	0	0	0	1,721	2,309	1,632	1,440	1,176	992	4,296	4,493	3,389
Incineration with energy recovery	2,309	2,043	2,078	9	1	1	2,852	2,246	2,573	292	730	390	5,462	5,020	5,041
Incineration without energy recovery	0	4	0	0	0	0	0	271	49	0	10	11	0	286	59
Landfill	0	5	0	0	0	0	554	1,104	1,061	61	348	678	615	1,457	1,739
Other	–	–	–	–	–	–	–	–	–	–	–	–	0	0	0
Total	6,089	5,294	5,385	42	27	32	10,155	11,298	8,850	2,924	3,173	2,994	19,211	19,791	17,261
<i>Scope (partial waste management)</i>	<i>16/36</i>	<i>19/31</i>	<i>19/25</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>8/14</i>	<i>9/15</i>	<i>10/13</i>	<i>22/24</i>	<i>32/34</i>	<i>34/36</i>	<i>47/75</i>	<i>61/81</i>	<i>64/75</i>
<i>Scope (total waste management)</i>	<i>20/36</i>	<i>12/31</i>	<i>6/25</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>6/14</i>	<i>6/15</i>	<i>3/13</i>	<i>2/24</i>	<i>2/34</i>	<i>2/36</i>	<i>28/75</i>	<i>20/81</i>	<i>11/75</i>



PERFORMANCE DATA

31. WASTE MANAGEMENT – BY PROPORTION

GRI: EN23, EN27 ^(A) Assurance covers total 2014/15 data.

	Non-hazardous managed waste														
	Offices (%)			British Land: Head Office occupied space (%)			Shopping centres (%)			Retail parks (%)			Total (%)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	7%	6%	7%	9%	13%	11%	13%	11%	5%	9%	3%	4%	11%	8%	6%
Recycling	37%	36%	40%	70%	85%	87%	36%	37%	35%	30%	25%	27%	35%	35%	35%
Direct to Materials Recovery Facility	19%	19%	14%	0%	0%	0%	17%	20%	18%	49%	37%	33%	22%	23%	20%
Incineration with energy recovery	38%	39%	39%	22%	2%	2%	28%	20%	29%	10%	23%	13%	28%	25%	29%
Incineration without energy recovery	0%	0%	0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	0%	1%	0%
Landfill	0%	0%	0%	0%	0%	0%	5%	10%	12%	2%	11%	23%	3%	7%	10%
Other	0%	0%	0%	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%	100%	100%	100%
Scope [partial waste management]	16/36	19/31	19/25	0/1	0/1	0/1	8/14	9/15	10/13	22/24	32/34	34/36	47/75	61/81	64/75
Scope [total waste management]	20/36	12/31	6/25	1/1	1/1	1/1	6/14	6/15	3/13	2/24	2/34	2/36	28/75	20/81	11/75



PERFORMANCE DATA

32. LIKE-FOR-LIKE WASTE MANAGEMENT – BY WEIGHT

GRI: EN27 **A** Assurance covers total 2014/15 data.

	Non-hazardous managed waste										
	Offices (tonnes)		British Land: Head Office occupied space (tonnes)		Shopping centres (tonnes)		Retail parks (tonnes)		Total (tonnes)		
	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	Change 2013/14 to 2014/15	2013/14
Re-use	0	0	-	-	15	0	0	0	15	100%	0
Composting	272	310	4	4	954	956	266	100	1,497	9%	1,370
Recycling	1,503	1,579	29	23	2,989	3,107	865	696	5,387	0%	5,404
<i>Direct to Materials Recovery Facility</i>	921	780	0	0	981	1,217	1,431	1,174	3,333	5%	3,170
Incineration with energy recovery	1,689	1,533	9	1	2,660	2,226	292	714	4,650	4%	4,474
Incineration without energy recovery	0	0	0	0	0	269	0	0	0	-100%	269
Landfill	0	0	0	0	290	194	55	102	345	17%	296
Other	-	-	-	-	-	-	-	-	0	-	0
Total	4,385	4,202	42	28	7,889	7,968	2,909	2,786	15,226	2%	14,983
<i>Scope (partial waste management)</i>	<i>12/22</i>	<i>14/22</i>	<i>0/1</i>	<i>0/1</i>	<i>4/8</i>	<i>4/8</i>	<i>19/21</i>	<i>19/21</i>	<i>36/52</i>		<i>38/52</i>
<i>Scope (total waste management)</i>	<i>10/22</i>	<i>8/22</i>	<i>1/1</i>	<i>1/1</i>	<i>48</i>	<i>4/8</i>	<i>2/21</i>	<i>2/21</i>	<i>16/52</i>		<i>14/52</i>



PERFORMANCE DATA

33. LIKE-FOR-LIKE WASTE MANAGEMENT – BY PROPORTION

GRI: EN27 ^(A) Assurance covers total 2014/15 data.

	Non-hazardous managed waste									
	Offices (%)		British Land: Head Office occupied space (%)		Shopping centres (%)		Retail parks (%)		Total (%)	
	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	6%	7%	9%	15%	12%	12%	9%	4%	10%	9%
Recycling	34%	38%	70%	83%	38%	39%	30%	25%	35%	36%
Direct to Materials Recovery Facility	21%	19%	0%	0%	12%	15%	49%	42%	22%	21%
Incineration with energy recovery	39%	36%	22%	2%	34%	28%	10%	26%	31%	30%
Incineration without energy recovery	0%	0%	0%	0%	0%	3%	0%	0%	0%	2%
Landfill	0%	0%	0%	0%	4%	2%	2%	4%	2%	2%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Scope (partial waste management)	12/22	14/22	0/1	0/1	4/8	4/8	19/21	19/21	36/52	38/52
Scope (total waste management)	10/22	8/22	1/1	1/1	4/8	4/8	2/21	2/21	16/52	14/52



PERFORMANCE DATA

34. WASTE MANAGEMENT – DEVELOPMENTS

GRI: EN23, EN27 ^(A) Assurance covers total 2014/15 data. Assurance excludes waste diverted from landfill through re-use on site and costs (£).

	2014/15		2013/14		2012/13	
	Waste (tonnes)	Landfilled tax costs (£)	Waste (tonnes)	Landfilled tax costs (£)	Waste (tonnes)	Landfilled tax costs (£)
Demolition non-hazardous waste						
Landfilled	3,392	£8,480	2,078	£5,151	19,145	£47,863
Diverted from landfill: sent off site	103,770	£0	16,932	£0	41,879	£0
Diverted from landfill: re-used on site	45,365	£0	1,344	£0	1,039	£0
Sub-total demolition non-hazardous waste	152,527	£8,480	20,355	£5,151	62,062	£47,863
<i>Scope</i>	<i>38/47</i>		<i>32/34</i>		<i>33/34</i>	
Construction non-hazardous waste						
Landfilled	7,030	£17,574	6,231	£19,904	2,934	£7,336
Diverted from landfill: sent off site	34,700	£0	26,973	£0	224,719	£0
Diverted from landfill: re-used on site	30,595	£0	7,115	£0	5,030	£0
Sub-total construction non-hazardous waste	72,324	£17,574	40,320	£19,904	232,683	£7,336
<i>Scope</i>	<i>38/47</i>		<i>33/34</i>		<i>33/34</i>	
Hazardous waste						
Landfilled	1,019	£2,548	2	£5	110	£275
Diverted from landfill: sent off site	7,802	£0	1	£0	1	£0
Diverted from landfill: re-used on site	0	£0	0	£0	0	£0
Sub-total hazardous waste	8,821	£2,548	3	£5	111	£275
<i>Scope</i>	<i>38/47</i>		<i>31/34</i>		<i>33/34</i>	
Total						
Total	233,672	£28,602	60,678	£25,059	294,857	£55,474
Total % waste landfilled		5%		14%		7%
Total % waste re-used/recovered: sent off site		63%		72%		90%
Total % waste re-used on site		33%		14%		2%



PERFORMANCE DATA

35. TIMBER FROM SUSTAINABLE SOURCES – DEVELOPMENTS

GRI: EN27

	Percentage from a sustainable source		
	2014/15	2013/14	2012/13
PEFC	1%	100%	99%
FSC	99%		
Scope	36/47	33/34	27/29
Total	100%	100%	99%



PERFORMANCE DATA

Environmental

36–39: Land use

36. BIODIVERSITY – DEVELOPMENTS

GRI: EN12, EN13, EN27

	2014/15	2013/14	2012/13
Development projects active this year which have achieved or are on track to achieve net improvement in site biodiversity (%)	96%	100%	100%
Size of habitats protected, restored or created across the development portfolio (m ²)	9,908	13,889	30
<i>Scope</i>	9/9	7/7	1/1
Development projects completed this year with a net improvement in site biodiversity	8	7	1
<i>Scope</i>	9/9	7/7	1/1
Development projects currently active designed to result in a net improvement in site biodiversity	18	18	25
<i>Scope</i>	18/18	18/18	25/25



PERFORMANCE DATA

37. LAND CONTAMINATION AND REMEDIATION

GRI: EN12, EN13, EN27, CRE5

	2014/15	2013/14	2012/13
Total area of land decontaminated and remediated (m ²)	0	0	0
Total area of land assessed for remediation but not remediated (m ²)	176,234	81,500	29,500
Total area of land potentially contaminated but not assessed (m ²)	28,008	9,308	65,964
<i>Scope</i>	<i>22/26</i>	<i>28/32</i>	<i>74/74</i>

38. ENVIRONMENTAL COMPLIANCE

GRI: EN29

	2014/15	2013/14	2012/13
Environmental non-compliance events	0	0	0
Environmental non-compliance costs	£0	£0	£0
<i>Scope</i>	<i>161/165</i>	<i>208/213</i>	<i>177/187</i>

39. PORTFOLIO FLOOD RISK

	2014/15	2013/14	2012/13
Proportion of managed portfolio at high risk of flood (% by value)	8%	NR	NR
<i>Scope (managed portfolio)</i>	<i>38/396</i>	<i>NR</i>	<i>NR</i>



PERFORMANCE DATA

Social

We work within our business and across our supply chain to target our efforts and resources at the social issues that matter most, focusing on the properties, developments and initiatives where we can achieve the biggest impacts.

£1.6m

community investment through cash, time and gifts in-kind (2014: £1.4m)

£11.6m

contributed to communities through the planning process (2014: £7.0m)

18,800

people benefited from our community programme (2014: 19,800)

55%

local procurement at our properties in 2014/15, with £24m spent with local firms within 25 miles

500+

apprenticeships supported by us and our suppliers and local partners since 2013

88%

of our major properties and developments achieved best practice or strong performance on all applicable Community Charter commitments



PERFORMANCE DATA

Social

40: Overview

40. SOCIAL SUMMARY

	2014/15	2013/14	2012/13	For detail
Community				
% pre-tax profits given to charities and community projects	0.67%	0.62%	0.63%	Fig. 43
% progress on our ten Community Charter commitments at all our major properties and developments	77%	71%	64%	Fig. 47
Staff				
% Head Office staff retention	87%	84%	85%	Fig. 51
Head Office gender remuneration ratio – Executive level	109%	109%	–	Fig. 52
Head Office gender remuneration ratio – Management level	83% Executive Committee 129% Operations Committee 94% Executive 104% Manager	131% Operations Committee 101% Executive 107% Manager	–	Fig. 52
Head Office gender remuneration ratio – Non-management level	91%	86%	–	Fig. 52
% Head Office female	10% Board 34% Management 75% Non-management	18% Board 34% Management 72% Non-management	16% Board 41% Management 63% Non-management	Fig. 53
% Head Office staff volunteering in work time	83%	77%	76%	Fig. 59
Health and safety				
Reportable accident rate at our managed properties per total people working in each office building and per footfall for retail	7.50 Offices 0.01 Retail	–	–	Fig. 60
Reportable accident rate in British Land own occupied space per FTE	0	–	–	Fig. 62
Reportable accident rate per 100,000 employed on developments	0.19	0.12	0.24	Fig. 64



PERFORMANCE DATA

40. SOCIAL SUMMARY CONTINUED

	2014/15	2013/14	2012/13	For detail
Suppliers				
% local procurement (within 25 miles)	66% offices 40% shopping centres 36% retail parks	89% offices 38% shopping centres	-	Fig. 65
% procurement on SME suppliers	NR offices 36% shopping centres 38% retail parks	16% offices 38% shopping centres	-	Fig. 66
% assets with local and SME procurement plans	100% offices 29% retail	-	-	Fig. 67
% of payments made within standard payment period	72% Head Office 99% managed portfolio 94% developments	-	-	Fig. 70
% supply chain workforce paid living wage	99% offices	-	-	Fig. 71
% prioritised Tier 1 and 2 supply chain workforce with exclusive zero hour contracts	0% offices 0% retail 0% developments	-	-	Fig. 72
% of supplier workforce at our properties based locally	80% offices 96% retail 37% developments	-	-	Fig. 73



PERFORMANCE DATA

Social

41–46: Community investment and contributions

41. LBG CORPORATE COMMUNITY INVESTMENT

GRI: EC1, EC7

	Direct community investment (£)			Leveraged community investment (£)		
	2014/15	2013/14	2012/13	2014/15	2013/14	2012/13
Cash	£1,287,500	£1,120,699	£1,079,305	£849,783	£1,304,763	£1,156,167
Staff time	£236,016	£195,011	£191,065	£71,361	£74,136	£77,821
In-kind	£33,154	£53,311	£62,965	–	–	–
Management costs	£528,392	£481,918	£397,506	–	–	–
Total	£2,085,062	£1,850,939	£1,730,840	£921,144	£1,378,899	£1,233,988

42. SUPPLIER COMMUNITY VOLUNTEERING

	2014/15	2013/14	2012/13
Supplier staff hours spent supporting charitable and community causes	2,560	2,146	2,475



PERFORMANCE DATA

43. PRE-TAX PROFITS DONATED

GRI: EC1

	2014/15	2013/14	2012/13
% of pre-tax profits given to charities and community projects	0.67%	0.62%	0.63%

44. COMMUNITY CONTRIBUTIONS THROUGH PLANNING

GRI: EC1, EC7, S02

	2014/15	2013/14	2012/13
Total	£11,646,261	£6,987,436	£20,874,105
<i>Scope</i>	<i>26/26</i>	<i>60/61</i>	<i>82/82</i>

45. COMMUNITY INVESTMENT BENEFICIARIES

GRI: EC7, EC8

	2014/15	2013/14	2012/13
Education	8,043	8,101	5,461
Employment and training	483	544	632
Wellbeing, culture and leisure	10,265	11,132	8,717
Total beneficiaries	18,791	19,777	14,810



PERFORMANCE DATA

46. OUR COMMUNITY PROGRAMME AROUND THE UK

GRI: EC1, EC7, S01, S02

Region	Properties and developments	Total value of our community programme		
		2014/15	2013/14	2012/13
Yorkshire and the Humber	Bradford, Doncaster, Hull, Leeds, Rotherham, Sheffield, Wakefield and York	£599,808	£641,599	£378,002
London – City (including Hackney and Tower Hamlets)	Aldgate Place, Blossom Street, Broadgate and The Leadenhall Building	£466,726	£655,721	£699,191
London – West End	Marble Arch House, Paddington Central, 10 Portman Square, Regent's Place, 39 Victoria Street, Yalding House and our Head Office, York House	£374,375	£296,117	£331,555
Corporate		£294,791	£360,422	£389,229
South East England (excluding central London)	Ealing, Fareham, Kingston upon Thames, Luton, Orpington and Rotherhithe	£251,772	£213,574	£96,162
Midlands and East of England	Basildon, Cambridge, Colchester, Hereford, Leamington Spa, Leicester, Lincoln, Mansfield, Milton Keynes, Newmarket, Nottingham, Peterborough, Stafford, Theale and Walsall	£130,725	£209,733	£278,722
Scotland	Dumfries, Dumbarton, Edinburgh, Elgin, Glasgow and Inverness	£113,858	£125,373	£172,848
South West England	Barnstaple, Bath, Plymouth and Swindon	£106,241	£118,135	£101,228
North West England and Wales	Barrow-in-Furness, Chester, Cwmbran, Denton, Lancaster, Llandudno, Oldham, Preston and Speke	£90,056	£72,214	£85,108
North East England (excluding Yorkshire and the Humber)	Stockton-on-Tees and Sunderland	£49,461	£55,032	£35,278
Grand Total		£2,477,813	£2,747,920	£2,567,323
Scope		89/117	107/129	94/127



PERFORMANCE DATA

Social

47: Community Charter

47. COMMUNITY CHARTER PROGRESS

GRI: S02

	2014/15	2013/14	2012/13
Overall progress			
% of properties achieving best practice or strong performance on all applicable commitments	88%	-	-
Overall scores			
Scores based on: best practice = 100%; strong performance = 75%; made a good start = 40%; no real progress or no information = 0%			
1. Build relationships with local people and organisations	75%	75%	69%
2. Engage with communities when we want to change properties	77%	74%	71%
3. Keep the community informed as we build and listen to them	79%	77%	70%
4. Aim to buy goods and services from local businesses	75%	40%	38%
5. Support training, employment and education	80%	67%	60%
6. Empower our teams to work with local partners	77%	75%	68%
7. Encourage suppliers and occupiers to support local projects	77%	75%	66%
8. Provide safe, clean and green environments	78%	74%	70%
9. Make it easy to get to and from our properties	75%	75%	69%
10. Independently assess our performance	-	75%	61%
Average	77%	71%	64%
<i>Scope</i>	<i>61/61</i>	<i>61/61</i>	<i>49/49</i>



PERFORMANCE DATA

Social

48: Considerate Constructors

48. CONSIDERATE CONSTRUCTORS SCHEME

GRI: HR10

	2014/15 scores (out of 50)	2013/14 scores (out of 50)	2012/13 scores (out of 40)
<i>Average</i>	38.9	37.4	34.4
<i>Scope</i>	18/18	14/14	15/15



PERFORMANCE DATA

*Social***49–51: Staff employment****49. STAFF EMPLOYMENT**

	Total number of employees									Part-time employees						Full-time employees					
	2014/15			2013/14			2012/13			2014/15		2013/14		2012/13		2014/15		2013/14		2012/13	
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	120.8	108.4	229.2	120.4	94.1	214.5	117.4	94.9	212.3	1.8	17.4	1.4	15.3	1.4	11.9	119.0	91.0	119.0	78.8	116.0	83.0
Broadgate Estates	126.8	109.6	236.4	115.0	98.0	213.0	105.0	92.0	197.0	1.8	6.6	1.0	6.0	1.0	7.0	125.0	103.0	114.0	92.0	104.0	85.0
The Source	N/A	N/A	N/A	29.5	61.5	91.0	23.5	56.5	80.0	N/A	N/A	4.5	8.5	3.5	8.5	N/A	N/A	25.0	53.0	20.0	48.0
Total	247.6	218.0	465.6	264.9	253.6	518.5	245.9	243.4	489.3	3.6	24.0	6.9	29.8	5.9	27.4	244.0	194.0	258.0	223.8	240.0	216.0



PERFORMANCE DATA

50. NEW STAFF

GRI: LA1

	Total						Total by employee type					
				2014/15			2013/14			2012/13		
	2014/15	2013/14	2012/13	Employees	Management employees	Board of directors	Employees	Management employees	Board of directors	Employees	Management employees	Board of directors
British Land	40.7	32.4	31.2	18.0	22.7	0.0	12.4	20.0	0.0	18.4	12.8	0.0
Broadgate Estates	51.8	52.0	38.0	17.0	34.8	0.0	23.0	29.0	0.0	16.0	22.0	0.0
The Source	N/A	21.5	6.8	N/A	N/A	N/A	21.5	0.0	N/A	6.8	0.0	N/A
Total number	92.5	105.9	76	35.0	57.5	0.0	56.9	49.0	0.0	41.2	34.8	0.0
New hires rate (%)	20%	20%	16%	26%	18%	0%	10%	9%	0%	8%	7%	0%

	Total by gender					
	2014/15		2013/14		2012/13	
	Male	Female	Male	Female	Male	Female
British Land	15.4	25.3	17.0	15.5	14.0	17.2
Broadgate Estates	26.0	25.8	24.0	28.0	17.0	21.0
The Source	N/A	N/A	10.5	11.0	2.8	4.0
Total number	41.4	51.1	51.5	54.5	33.8	42.2
New hires rate (%)	17%	23%	10%	11%	7%	9%

	Total by age group											
	2014/15				2013/14				2012/13			
	Age 18–25	Age 26–46	Age 47–60	Age 61+	Age 18–25	Age 26–46	Age 47–60	Age 61+	Age 18–25	Age 26–46	Age 47–60	Age 61+
British Land	6.0	33.9	1.8	0.0	3.0	27.4	2.0	0.0	3.0	27.2	1.0	0.0
Broadgate Estates	3.0	33.0	15.8	0.0	8.0	36.0	8.0	0.0	4.0	26.0	8.0	0.0
The Source	N/A	N/A	N/A	N/A	6.0	7.0	8.5	0.0	1.0	4.8	1.0	0.0
Total number	9.0	66.9	17.6	0.0	17.0	70.4	18.5	0.0	8.0	58.0	10.0	0.0
New hires rate (%)	64%	19%	19%	0%	3%	14%	4%	0%	2%	12%	2%	0%



PERFORMANCE DATA

51. STAFF TURNOVER – NUMBER AND RATES

GRI: LA1

	2014/15 departures								
	Total departures	Overall turnover	Turnover by gender		Turnover by age				
	All	All	Male	Female	18–25	26–46	47–60	61+	
British Land	30.6	13%	14%	12%	14%	14%	9%	0%	
Broadgate Estates	28.0	11%	11%	13%	29%	13%	9%	0%	
The Source	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Total or Average	58.6	13%	13%	13%	21%	14%	9%	0%	

	2013/14 departures								
	Total departures	Overall turnover	Turnover by gender		Turnover by age				
	All	All	Male	Female	18–25	26–46	47–60	61+	
British Land	31.8	15%	14%	16%	14%	15%	11%	63%	
Broadgate Estates	42.0	20%	14%	27%	27%	20%	20%	11%	
The Source	11.0	13%	14%	12%	12%	16%	6%	11%	
Total or Average	84.80	16%	14%	18%	18%	17%	12%	28%	

	2012/13 departures								
	Total departures	Overall turnover	Turnover by gender		Turnover by age				
	All	All	Male	Female	18–25	26–46	47–60	61+	
British Land	27.8	13%	13%	14%	0%	14%	14%	0%	
Broadgate Estates	31.0	16%	13%	18%	11%	16%	16%	14%	
The Source	12.0	15%	7%	8%	5%	8%	1%	1%	
Total or Average	70.80	15%	11%	13%	5%	13%	10%	5%	



PERFORMANCE DATA

Social

52: Staff remuneration

52. MEDIAN SALARY AND REMUNERATION

GRI: LA13 **A** Assurance covers total 2014/15 data.

	Median base salary & gender ratios				Median remuneration & gender ratios			
	2014/15		2013/14		2014/15		2013/14	
	Female	Male	Ratio female to male (%)	Ratio female to male (%)	Female	Male	Ratio female to male (%)	Ratio female to male (%)
British Land								
Executive level	£465,000	£425,000	109%	109%	£950,883	£950,983	100%	100%
Management level:								
a) Executive Committee	£191,500	£231,000	83%	N/A	£315,465	£382,063	83%	N/A
b) Operations Committee	£193,500	£150,000	129%	131%	£295,748	£231,271	128%	117%
c) Executive	£88,625	£94,500	94%	101%	£135,211	£137,003	99%	105%
d) Manager	£61,375	£58,750	104%	107%	£80,661	£78,074	103%	109%
Non-management level	£38,200	£41,782	91%	86%	£43,746	£47,633	92%	91%
Broadgate Estates								
Executive level	£121,225	£115,150	105%	102%	£171,633	£165,020	104%	105%
Management level	£43,800	£54,400	81%	71%	£50,042	£63,596	79%	69%
Non-management level	£27,000	£29,300	92%	100%	£29,169	£31,927	91%	99%




PERFORMANCE DATA

Social

53–56: Equal opportunities and non-discrimination

53. STAFF DIVERSITY – GENDER

GRI: LA12  Assurance covers total 2014/15 data.

	All employees by gender						Non-management employees by gender					
	2014/15		2013/14		2012/13		2014/15		2013/14		2012/13	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	54%	46%	57%	43%	55%	45%	25%	75%	27%	73%	30%	70%
Broadgate Estates	54%	46%	54%	46%	53%	47%	25%	75%	26%	74%	53%	47%
The Source	N/A	N/A	32%	68%	29%	71%	N/A	N/A	31%	69%	27%	73%
Total/average	54%	46%	48%	52%	46%	54%	25%	75%	28%	72%	37%	63%

	Management employees by gender						Board of directors by gender					
	2014/15		2013/14		2012/13		2014/15		2013/14		2012/13	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	66%	34%	72%	28%	71%	29%	90%	10%	82%	18%	83%	17%
Broadgate Estates	63%	37%	62%	38%	62%	38%	83%	17%	83%	17%	83%	17%
The Source	N/A	N/A	37%	63%	45%	55%	N/A	N/A	N/A	N/A	86%	14%
Total/average	64%	36%	66%	34%	59%	41%	88%	13%	82%	18%	84%	16%



PERFORMANCE DATA

54. STAFF DIVERSITY – AGE

GRI: LA12

	Non-management employees by age											
	2014/15				2013/14				2012/13			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	8%	81%	11%	0%	8%	79%	13%	0%	5%	80%	14%	1%
Broadgate Estates	12%	78%	10%	0%	19%	75%	6%	0%	5%	70%	22%	4%
The Source	N/A	N/A	N/A	N/A	14%	40%	40%	5%	8%	47%	40%	5%
Average	10%	80%	11%	0%	14%	65%	20%	2%	6%	66%	25%	3%

	Management employees by age											
	2014/15				2013/14				2012/13			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	1%	81%	17%	1%	1%	80%	18%	1%	2%	80%	17%	2%
Broadgate Estates	0%	67%	27%	6%	1%	69%	24%	6%	0%	70%	25%	5%
The Source	N/A	N/A	N/A	N/A	0%	40.0%	53%	7%	0%	27%	55%	18%
Average	0%	73%	23%	4%	1%	63%	32%	5%	1%	59%	32%	8%

	Board of directors by age											
	2014/15				2013/14				2012/13			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	0%	0%	70%	30%	0%	10%	60%	30%	0%	8%	58%	33%
Broadgate Estates	0%	33%	67%	0%	0%	33%	67%	0%	0%	33%	67%	0%
The Source	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	43%	57%	0%
Average	0%	13%	69%	19%	0%	22%	64%	15%	0%	28%	61%	11%



PERFORMANCE DATA

55. STAFF DIVERSITY – ETHNICITY

GRI: LA12

	2014/15		2013/14	
	Caucasian	Non-Caucasian	Caucasian	Non-Caucasian
British Land	90%	10%	90%	10%
Broadgate Estates	95%	5%	95%	5%
The Source	N/A	N/A	94%	6%
Average	92%	8%	93%	7%

56. DISCRIMINATION

GRI: HR3, HR12

	2014/15		2013/14		Total incidents 2012/13
	2014/15	2013/14	2013/14	2012/13	
British Land	0	0	0	0	0
Broadgate Estates	1	0	0	0	0
Total	1	0	0	0	0



PERFORMANCE DATA

Social

57-59: Staff training and development

57. STAFF TRAINING – AVERAGE HOURS

GRI: LA9

	Average training hours per employee								
	2014/15			2013/14			2012/13		
	Male	Female	All	Male	Female	All	Male	Female	All
British Land									
Average for all employees			29.4			22.0			21.4
Board of directors	16.5	45.0	48.5	27.0	48.0	34.0	21.0	42.0	26.0
Management	26.0	27.0	26.5	26.0	30.0	28.0	22.0	28.0	24.0
Employees	43.0	31.0	34.3	18.0	18.0	18.0	18.0	18.0	18.0
Broadgate Estates									
Average for all employees			20.2			18.5			NR
Board of directors	8.7	3.0	7.8	7.5	1.5	6.5	3.8	0.0	3.0
Management	16.9	17.8	17.3	17.0	17.0	17.0	11.0	8.4	10.0
Employees	25.3	31.1	29.7	28.0	24.0	25.0	13.2	12.2	13.0
The Source									
Average for all employees			N/A			18.0			NR
Board of directors	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Management	N/A	N/A	N/A	19.0	15.5	17.3	61.5	68.8	65.5
Employees	N/A	N/A	N/A	22.5	16.0	19.3	10.9	12.9	12.4
All									
Average			24.7			19.5			NR



PERFORMANCE DATA

58. STAFF TRAINING – PROPORTION BY CATEGORY

GRI: S04

	Proportion of staff trained		
	2014/15	2013/14	2012/13
British Land			
Anti-corruption	100%	95%	94%
Health and safety	100%	NR	NR
Any other training	NR	NR	NR
Broadgate Estates			
Anti-corruption	100%	100%	97%
Health and safety	100%	NR	NR
Any other training	96%	NR	NR

59. STAFF VOLUNTEERING

	2014/15	2013/14	2012/13
Proportion of staff who supported charitable and community causes	83%	77%	76%
Average number of hours per employee spent supporting charitable and community causes	10.5	7.9	7.86



PERFORMANCE DATA

Social

60–64: Health and safety

60. ACCIDENTS – MANAGED PORTFOLIO

GRI: LA6 ^(A) Assurance covers total 2014/15 data.

	Reportable fatal, non-fatal lost day or RIDDOR accidents at our managed properties												RIDDOR Accident Frequency Rate
	2014/15				2013/14				2012/13				2014/15
	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	
Offices	0	2	0	1	0	2	0	0	0	7	0	0	7.50
Retail	0	19	0	3	0	30	0	16	0	39	0	10	0.01
Residential	0	0	0	0	0	0	0	0	0	1	0	0	N/A
Total	0	21	0	4	0	32	0	16	0	47	0	10	N/A
Scope	115/130	115/130	115/130	115/130	162/179	162/179	162/179	162/179	158/158	158/158	158/158	158/158	94/104

61. OHSAS 18001 MANAGEMENT SYSTEM COMPLIANCE

GRI: PR2

	2014/15	Scope
Proportion of managed portfolio subject to health and safety review	87.40%	115/130
Proportion of managed portfolio with 90% of all identified risks deemed to be under control at annual risk assessment	95.19%	115/130
Proportion of uncontrolled risks in managed portfolio resolved within documented timeframe	98.80%	115/130
Proportion of uncontrolled risks at Head Office resolved within documented timeframe	98.55%	1/1



PERFORMANCE DATA

62. REPORTABLE ACCIDENTS – BRITISH LAND OWN OCCUPIED SPACE

GRI: LA6 ^(A) Assurance covers total 2014/15 data.

	Reportable fatal, non-fatal lost day or RIDDOR accidents in British Land own occupied space												RIDDOR Accident Frequency Rate	
	2014/15				2013/14				2012/13				2014/15	
	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences		
British Land	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Broadgate Estates	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	1	0	0	0	0	0	0	0	0

63. LOST WORKING DAYS – STAFF

GRI: LA6

	Working days lost through sickness									Working days lost								
	2014/15			2013/14			2012/13			2014/15 (%)			2013/14 (%)			2012/13 (per 100,000 hours)		
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All
British Land	88	208	296	229.5	363.0	592.5	233.0	431.8	664.8	0%	1%	1%	1%	1%	1%	102	233	161
Broadgate Estates	677.0	535.0	1,212.0	499.5	427.0	926.5	461.0	363.5	824.5	2%	2%	2%	11%	11%	11%	225	203	215
The Source	N/A	N/A	N/A	95.0	388.0	483.0	55.0	262.0	317.0	N/A	N/A	N/A	1%	2%	2%	120	238	203
Total or average (%)	765.0	743.0	1,508.0	824.0	1,178.0	2,002.0	749.0	1,057.3	1,806.3	1%	1%	1%	4%	5%	5%	447.0	674.0	579.0



PERFORMANCE DATA

64. HEALTH AND SAFETY – DEVELOPMENTS

GRI: PR2 ^(A) Assurance excludes total health and safety incidents of non-compliance.

	2014/15	2013/14	2012/13
Lost-day accident rate (number of incidents per 100,000 hours worked)	0.02	0.06	0.1
Reportable accident rate (number of incidents per 100,000 hours worked)	0.19	0.12	0.24
Total job-related fatal accidents	1	0	1
Total job-related lost-day or reportable non-fatal accidents	7	6	14
Total health and safety incidents of non-compliance	1	0	0
<i>Scope</i>	<i>42/47</i>	<i>33/34</i>	<i>34/34</i>



PERFORMANCE DATA

Social

65: Governance

65. RISK MANAGEMENT

GRI: S03

	Specifically analysed for risks related to anti-corruption		
	2014/15	2013/14	2012/13
British Land	0%	0%	100%
Broadgate Estates	0%	0%	100%
The Source	N/A	0%	100%



PERFORMANCE DATA

Social

66-74: Suppliers

66. LOCAL AND SME PROCUREMENT – PROPORTION OF TOTAL EXPENDITURE

GRI: EC9

	Local and SME procurement (% of total spend)							
	2014/15				2013/14			
	Spend analysed (£)	Local suppliers (within 25 mile radius)	SME suppliers	Local SME suppliers (within 25 mile radius)	Spend analysed (£)	Local suppliers (within 25 mile radius)	SME suppliers	Local SME suppliers (within 25 mile radius)
Managed portfolio								
Offices	£25,689,242	66%	NR	NR	£5,335,518	89%	16%	11%
Shopping centres	£11,893,644	40%	36%	20%	£15,060,105	38%	38%	24%
Retail parks	£4,785,769	36%	38%	22%	NR	NR	NR	NR
Sub-total	£42,368,655	56%	37%	21%	£20,395,623	52%	32%	20%
<i>Scope</i>	<i>82/124</i>	<i>82/124</i>	<i>48/124</i>	<i>48/124</i>	<i>15/119</i>	<i>15/119</i>	<i>15/119</i>	<i>15/119</i>

67. LOCAL AND SME PROCUREMENT PLANS

	Proportion of assets with Local and SME procurement plans	
	2014/15	Scope
Offices	100%	5/5
Retail	29%	18/62



PERFORMANCE DATA

68. APPRENTICES AT OUR PROPERTIES AND LOCAL COMMUNITIES

GRI: EC8, S02

	2014/15	2013/14	2012/13
Apprenticeships funding			
British Land	£188,356	£57,659	£54,295
Apprenticeships			
Supported at British Land properties	44	81	104
Part-funded by British Land in the local community	4	8	8
Through our Broadgate supply chain project	4	5	5
Through The Source Apprenticeship Support Service	42	-	-

69. APPRENTICES AT OUR DEVELOPMENTS

GRI: EC8, S02

	2014/15	2013/14	2012/13
Through suppliers on our developments	73	81	75
Scope	17/17	17/20	17/17

70. PAYMENT

	Proportion of payments paid within the Standard Payment Period	
	2014/15	Scope
British Land Head Office	72%	1/1
Managed portfolio Tier 1 suppliers	97%	6/6
Developments Tier 1 suppliers	94%	4/4



PERFORMANCE DATA

71. LIVING WAGE

	Proportion of Tier 1 and 2 supply chain workforce contracted to be paid Living Wage (%)	
	2014/15	Scope
Offices	99%	37/38

72. EXCLUSIVE ZERO HOUR CONTRACTS

	Proportion of prioritised Tier 1 and 2 supply chain workforce with exclusive zero hour contracts	
	2014/15	Scope
Offices: supplier employees provided through service charge	0%	37/38
Retail: supplier employees provided through service charge	0%	58/62
Developments: project employees	0%	4/4

73. WORKFORCE

	Proportion of supplier workforce at our properties based locally (within 25 miles)	
	2014/15	Scope
Offices	80%	37/38
Retail	96%	58/62
Developments (over £5m)	37%	14/17



PERFORMANCE DATA

74. SUPPLIER ASSESSMENT

GRI: EN32, LA14, HR10, SO9

	2014/15	Scope (Tier 1 suppliers)
Managed portfolio Tier 2 suppliers		
Number of new contracts assessed	162	6/6
Number of new contracts assessed as potentially significant sustainability impact	162	6/6
Number of new contracts with potentially significant sustainability impacts that apply Supply Chain Charter or Sustainability Brief	1	6/6
Number of supplier relationships terminated	0	6/6
Developments		
Number of new contracts assessed	29	4/4
Number of new contracts assessed as potentially significant sustainability impact	29	4/4
Number of new contracts with potentially significant sustainability impacts that apply Supply Chain Charter or Sustainability Brief	23	4/4
Number of supplier relationships terminated	0	4/4



TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 targets

We achieved 80% progress on our 2009 to 2015 social and environmental targets, based on average progress across all nine targets. Selected key performance data is assured by PwC.







2015 targets Environmental	Progress	% complete
To reduce our like-for-like carbon emissions (Scope 1 and 2) by 40%, compared to 2009.	Since 2009, we have achieved 39% less Scope 1 and 2 emissions across our like-for-like portfolio (weather adjusted), saving 52,600 tonnes of carbon – as much as annual emissions from more than 8,000 homes. For more detail, see our 'Carbon Reductions' table on page 72. We continue to target carbon reductions.	97%
To achieve 40% less landlord-influenced energy use across our existing portfolio, compared to 2009.	Since 2009, we have achieved 40% less landlord-influenced energy use across our like-for-like portfolio (weather adjusted), saving occupiers £10 million. For more detail, see our 'Energy Reductions' on page 72. We continue to target energy reductions.	100%
To reduce managed water use by 20%, compared to 2009.	Since 2009, we have reduced water use across our like-for-like portfolio by 14%, saving 187 million litres of water – as much liquid as 3,200 people drink in a lifetime. For more detail, see our 'Water Reductions' table on page 72.	70%
To send zero managed waste to landfill.	95% of waste diverted from landfill at our properties and developments in 2015, with 941,751 tonnes diverted since 2010 – as much as the weight of 64,600 double decker buses. For more detail, see our 'Waste Diverted From Landfill' table on page 73. We continue to target zero waste to landfill.	95%
To get planning permission for a showcase sustainable building.	We did not implement this initiative, as UK Government policy shifted away from radical changes to new building standards. We continue to target high sustainability standards on all our major developments.	0%







2015 targets Environmental	Progress	% complete
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 four properties, achieving 19% reductions in four years (weather adjusted). Since 2012, we have added one property, achieving an 8% reduction in three years. In 2013, no major properties were added to the portfolio. Since 2014, we have added three properties, achieving 4% reductions in one year. Across all eight properties, we have achieved cumulative savings of £480,000.	70%
Social		
To implement our Community Charter at all our major properties and developments.	88% of our major properties and developments achieved best practice or strong performance on all applicable Charter commitments, showing good progress on this target. We have invested £7.8 million through our community programme since 2009, in cash, time and gifts-in-kind. We will explore ways to measure community trust and enjoyment in the coming year.	88%
To maintain One Star rating in The Sunday Times Best Companies to Work For.	We achieved a One Star rating in The Sunday Times Best Companies to Work For 2015, for the fourth year running, based on annual staff surveys.	100%
To score 8.0 out of 10 on customer satisfaction with British Land and our managing agents.	Our customers scored satisfaction 7.8 out of 10. We expanded our definition of customer satisfaction to include consumers as well as occupiers, to reflect our focus on creating Places People Prefer, surveying thousands of shoppers to gain insights.	97%









TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 targets continued

Carbon reductions (tonnes)	2009	2010	2011	2012	2013	2014	2015
Scope 1	3,870	3,349	3,167	2,707	2,540	2,444	2,075
Scope 2	26,817	23,426	22,291	18,863	17,691	16,374	16,574
Total carbon emissions	30,687	26,775	25,458	21,570	20,231	18,818	18,649
Savings vs 2009		3,912	5,229	9,117	10,456	11,869	12,038
Reduction vs 2009		 13%	 17%	 30%	 34%	 39%	 39%







Energy reductions (kWh)	2009	2010	2011	2012	2013	2014	2015
Offices	54,148,250	48,894,208	47,584,718	41,605,672	38,313,980	35,791,648	32,216,219
Shopping centres	13,325,963	10,605,560	10,323,552	9,352,264	8,768,794	8,217,514	7,780,607
Retail parks	5,507,896	4,427,962	4,189,066	3,756,959	3,854,122	3,736,734	3,642,393
Total energy use	72,982,109	63,927,730	62,097,336	54,714,895	50,936,896	47,745,897	43,639,220
Savings vs 2009		9,054,379	10,884,773	18,267,214	22,045,213	25,236,213	29,342,890
Reduction vs 2009		 12%	 15%	 25%	 30%	 35%	 40%

Water reductions (M³)	2009	2010	2011	2012	2013	2014	2015
Offices	208,027	204,309	204,157	192,161	189,802	185,342	182,559
Shopping centres	24,303	21,643	26,911	23,252	26,846	35,434	32,929
Retail parks	54,380	53,717	32,686	35,214	25,548	30,375	30,587
Total water use	286,710	279,669	263,754	250,627	242,197	251,152	246,075
Savings vs 2009		7,041	22,956	36,083	44,514	35,559	40,635
Reduction vs 2009		 2%	 8%	 13%	 16%	 12%	 14%



TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 targets continued

Waste diverted from landfill (tonnes)	2010	2011	2012	2013	2014	2015
Developments	6,562	99,920	196,053	272,667	52,366	222,232
Offices	3,910	4,214	5,931	5,416	5,316	6,131
Shopping centres	5,768	7,405	7,551	7,789	10,194	9,601
Retail parks	831	1,665	2,384	2,317	2,824	2,864
Total diverted	17,071	113,204	211,919	288,189	70,700	240,827
Proportion diverted	 83%	 94%	 97%	 92%	 88%	 88%



TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 management actions

As we worked towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to report on our progress against our 2015 management actions. Selected key performance data is assured by PwC.

Management actions

Overall	Progress	% complete
Deliver our long-term targets, which culminate in 2015.	We have made strong progress on almost all our social and environmental targets from 2009 to 2015. Highlights include a 40% reduction in energy use, 95% of waste diverted from landfill and 88% of our major assets achieving best practice or strong performance on all applicable Community Charter commitments. We found it challenging to deliver our targets to get planning permission for a showcase sustainable building and achieve 20% water reductions.	80%
Review our corporate responsibility strategy and targets.	In the past year, we have reviewed our social and environmental strategy and targets, and launched our new sustainability strategy and targets to 2020, with active engagement from our staff, external experts and key stakeholders. Our new strategy is designed to help us to increase appeal – building on our strong social and environmental record to deliver lasting value for our business, our stakeholders and the wider society. Through our new strategy, we will be focusing on promoting wellbeing and productivity, supporting local communities, future proofing assets, and developing skills and opportunities.	100%
Further integrate social and environmental factors into our business decision making.	To help our business and others to further integrate social and environmental factors into decision making, we joined the Prince's Accounting for Sustainability Project CFO Leadership Network. We also carried out a review of social and environmental decision making on our development projects. In the coming year, we will pilot ways to embed non-financial Places People Prefer factors into decision making using the Prince's Accounting for Sustainability CAPEX guide to embedding sustainability into capital investment.	60%

Management actions

Overall	Progress	% complete
Launch a Supply Chain Charter and implement our supply chain plan.	In July 2014, we launched our Supply Chain Charter, outlining 12 social, environmental and ethical commitments we expect of our suppliers. We rolled out our Charter across our managed properties and piloted it on four development projects.	85%
Report in line with the GRI 4 Guidelines Core option.	We applied the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement through our reporting. GRI indicator reference numbers are provided next to relevant figures in our Full Data Report 2015.	100%
Revise our Sustainability Brief for Management.	We did not progress this target, while we were developing our new sustainability strategy and targets 2020. We will review options for our Sustainability Brief for Management in the coming year, in the context of our new sustainability strategy and Supply Chain Charter.	0%
Pilot the Government's Soft Landings methodology at our 4 Kingdom Street development in Paddington Central. This covers environmental, economic and social aspects.	We incorporated the Soft Landings methodology into project procedures, responsibilities and budget at 4 Kingdom Street. The development has just started on site. We have established metrics to monitor success of the pilot over the next few years.	100%



TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 management action continued

Management actions

Additional environmental actions	Progress	% complete
Implement environmental recommendations from our supply chain review.	We identified four development projects where we could pilot test the extent to which our Supply Chain Charter environmental and social requirements could effectively be rolled out across our development portfolio. We reviewed the results and recommendations from these four pilot projects, and will be implementing the recommendations on all projects that start from 1 April 2015.	70%
Publish our new climate change strategy, incorporating carbon reductions and climate change adaptation.	We published our position on climate change in April 2015. This incorporated carbon reduction and climate change adaptation measures, including reducing flood risks, cutting costs through energy efficiency and increasing on-site energy generation, as well as materials and process innovation. Our position on climate change is fully encompassed in our future proofing focus area.	100%
Introduce daily energy use monitoring at our retail properties and take appropriate actions to optimise efficiency.	Having completed the rollout of Automatic Meter Reading (AMR) across our retail portfolio in 2014, we have focused on ensuring the data captured is analysed and used by our managing agents. All Operations Managers have received training in the software provided by our metering provider to review daily, weekly and overnight consumption profiles. This has been particularly useful in promptly identifying high overnight base loads where plant and lighting can sometimes run unnecessarily.	80%

Management actions

Additional environmental actions	Progress	% complete
Share findings with the industry from CIBSE TM54 design and operational methodology pilots in our developments.	We have completed TM54 design assessments for eight buildings. To communicate our experience of using TM54, we gave a presentation at the CIBSE Technical Symposium in April 2015, 'TM54: Beyond the methodology – the process of evaluating operational energy performance of buildings at the design stage'. In this presentation, we outlined where we have completed assessments, the process we have in place around the methodology, the challenges it has presented and preliminary results against the design benchmarks.	90%
Continue to work with the industry to develop and launch landlord energy ratings for commercial buildings.	This industry initiative has been stopped for now. There were insufficient landlords willing to commit to undertaking landlord energy ratings in their own portfolios, which made it difficult to develop a commercial case for launching this new standard. It is clear that this initiative needs support from Government and/or major occupiers if it is to be achieved.	20%
Determine the business case for investment in on-site micro generation of energy.	We established the business case and will be piloting photovoltaic panels at retail assets, as well as completing a heating and cooling network feasibility study at Broadgate.	75%



TARGETS AND MANAGEMENT ACTIONS

Progress on 2015 management action continued

Management actions

Additional social actions	Progress	% complete
Launch a Community Toolkit for Developments.	We deferred the launch of our new Community Toolkit for Developments, pending the launch of our new sustainability strategy. We will publish our Toolkit just after the year end, in June 2015.	80%
Require some of our major suppliers to have 3% apprentices in the workforce in new contracts.	Our Supply Chain Charter, launched this year, sets out our expectation for suppliers on our developments and managed portfolio to ensure 3% of their employees are apprentices where relevant. We are beginning to include this requirement in new contracts where appropriate.	50%
All major assets to produce local procurement plans.	Our property teams developed local procurement and SME plans for all our office buildings and 18 of our shopping parks and shopping centres. We are monitoring completion of actions in these plans.	59%
Continue to work with the World Green Building Council to identify wellbeing metrics to pilot at a new development, as part of our efforts to understand the impact we can have on wellbeing in buildings.	We participated in the World Green Building Council working group that produced the report 'Health, Wellbeing and Productivity in Offices'. We are now using the framework from this report to gather and monitor data at our Head Office and space occupied by our subsidiaries. We will continue to report our findings to the Council and are now contributing to a similar working group on wellbeing and productivity in retail environments. This work will continue to develop over the course of the next year as a core part of our new sustainability strategy.	30%
Gain OHSAS 18001 Occupational Health and Safety accreditation.	We have received formal recognition of our focus on health and safety through receiving OHSAS 18001 accreditation. As part of this process, we have reviewed our approach to health and safety management to ensure that we consistently achieve best practice across all activities in the business (construction, managed portfolio and Head Office) to deliver Places People Prefer to our employees and our customers.	100%

Management actions

Additional social actions	Progress	% complete
Achieve 80% staff volunteering, with a continued focus on skills-based opportunities.	83% of our staff volunteered to support charitable or community activities, exceeding our target. One in five of our staff volunteer on a regular basis. We also continue to actively promote skills-based volunteering opportunities, with 13% of staff involved in the last year and plans to build on this going forward.	100%
Introduce a formal talent review process to strengthen the Company's approach to identifying high potential employees and tailoring development plans for them.	We conducted a talent review across the business and the outputs have already provided new opportunities for several members of staff. We will continue to do this regularly at functional level and we have also engaged with a leading consultancy firm to provide additional strategic talent mapping. Everyone is now required to have a tailored personal development plan agreed with, and supported by, their manager.	100%
Roll out People Management and Leadership Development programmes.	We ran a successful High Performance Leadership programme, which was designed by senior leaders at British Land in conjunction with an award-winning learning provider. The programme has been reinforced by an online toolkit to provide our managers with point of need access to help them drive and support their teams on a daily basis. We also introduced a Leadership in Real Estate programme from the University of Cambridge for high potential staff, and our Executive Committee is working with a leadership coach from Henley Business school.	100%



TARGETS AND MANAGEMENT ACTIONS

New 2020 sustainability strategy

Our new 2020 sustainability strategy is built around four focus areas, where we can achieve the greatest positive impacts. Each focus area is designed to address major social and environmental trends in a way that creates value for our stakeholders and the wider society.

Focus area	2020 objectives	2020 targets	2020 key performance indicators
Wellbeing: We drive preference by designing and managing spaces that promote wellbeing and productivity.	<ul style="list-style-type: none"> – To provide safe, healthy environments for our employees and suppliers, as well as for the people who work, live and shop in our properties – To increase occupier partnerships to pilot wellness and productivity features – To enhance worker, resident and shopper preference by focusing on wellness and productive working. 	<ul style="list-style-type: none"> – Targets to be set from 2016. 	<ul style="list-style-type: none"> – Fatalities [number] – Accident frequency rates [RIDDOR] – Active occupier partnerships on wellbeing and productivity [number] – Retail: shopper dwell time [average minutes/shopper visit] – Office: sense of worker wellbeing and productivity [score] – British Land staff: sense of wellbeing [score].
Community: We build trust by supporting successful, integrated local communities.	<ul style="list-style-type: none"> – To strengthen our understanding of local community needs – To improve local people's opportunities to influence decisions relating to our assets – To increase opportunities for activities that promote trust and enjoyment at our properties by the local community. 	<ul style="list-style-type: none"> – Target for community trust and enjoyment to be set from 2016 – 100% of major managed assets have implemented community engagement plans – 90% staff volunteering – 20% staff skills-based volunteering. 	<ul style="list-style-type: none"> – Extent to which the community feels understood [score] – Extent to which the community feels engaged and has influence [score] – Assets with community engagement plans [number & %] – Community trust and enjoyment at our assets [score] – Space for the local community [£ & m²] – Community volunteering [hours] – Community events at our properties [number] – Staff volunteering [people & %] – Pre-tax profits donated to charities and community projects [%].
Future proofing: We generate cost efficiency and income from future-proofed assets.	<ul style="list-style-type: none"> – To protect value by reducing flood risk – To enhance operational efficiency and reduce occupier costs – To increase on-site energy generation and associated revenue – To prepare for resource constraints and regulation through materials and process innovation. 	<ul style="list-style-type: none"> – 55% landlord energy intensity total portfolio reduction, based on index score of 45 against 2009 score of 100 – 55% Scope 1 and 2 carbon intensity reduction, based on index score of 45 against 2009 score of 100 – 15% reduction in landlord embodied carbon intensity for projects over £50 million against 2015 per m² – Zero waste to landfill. 	<ul style="list-style-type: none"> – Portfolio at high risk of flood [% by value] – Intensity index score for landlord energy, carbon (Scope 1 and 2), and water [number/100] – Office occupier energy intensity index score [number/100] – Cost savings from resource reductions [£] – BREEAM standards for new builds [ratings] – Energy generated on site [MWh] – Revenue generated [£] – Landlord embodied carbon intensity for projects over £5m [vs 2015 baseline] – Construction undertaken off site [% by floor area] – Waste at our properties and developments [% by disposal route & tonnes] – Waste benchmarks for developments [tonnes/£100k] – Timber certified FSC or PEFC [%].



TARGETS AND MANAGEMENT ACTIONS

New 2020 sustainability strategy continued

Focus area	2020 objectives	2020 targets	2020 key performance indicators
Skills and opportunity: We develop skills and opportunities to help local people and businesses grow.	<ul style="list-style-type: none"> Increasing the proportion of local suppliers and employees Improving skills in areas where they are needed most Strengthening partnerships with occupiers and suppliers on fair working practices. 	<ul style="list-style-type: none"> All tier 1 suppliers (prioritised by heat mapping) to have local procurement and SME plans 3% of tier 1 and 2 supplier workforce to be apprentices (for prioritised suppliers identified by heat mapping) 100% of tier 1 contracts Supply Chain Charter compliant (for annual contracts over £20,000 prioritised by heat mapping). 	<ul style="list-style-type: none"> UK gross value added from British Land activities [£] Tier 1 suppliers at assets with local procurement plans [%] Tier 1 suppliers at assets with SME procurement plans [%] Prioritised tier 1 and 2 spend at assets procured locally [%] Prioritised tier 1 and 2 spend at assets procured with SMEs [%] Supplier workforce at assets living locally [%] Prioritised tier 1 and 2 supplier workforce who are apprentices [%] Payments from tier 1 suppliers paid within agreed payment period [%] Supplier workforce at assets paid Living Wage [%] Prioritised tier 1 supplier contracts Supply Chain Charter compliant [%] Prioritised tier 1 and 2 supplier contracts with exclusive zero hours workers [%].

View our new 2020 sustainability strategy: www.britishland.com/sustainability



TARGETS AND MANAGEMENT ACTIONS

New management actions for 2016

As we work towards our new 2020 sustainability targets, we set annual management actions to drive performance. Here, we are pleased to set out our management actions for the coming year.

WELLBEING

- Explore ways to measure wellbeing in offices and retail
- Thought leadership communication identifying wellbeing principles for design and/or management
- Pilot wellbeing collaboration with occupiers at Paddington Central
- Identify best practice on wellbeing and communicate more effectively where necessary, expand best practice.

COMMUNITY

- Explore ways to measure community trust and enjoyment
- Enhance how we engage with local communities to understand local needs
- Pilot new ways on one asset to engage the community in decisions related to our assets.

FUTURE PROOFING

- Revisit assessments of marginal high flood risk assets from 2012 review
- Pilot photovoltaic panels at retail assets
- Complete heating and cooling network feasibility study at Broadgate
- Pilot embodied carbon accounting in design for one project over £50 million.

SKILLS AND OPPORTUNITY

- Pilot social value reporting at an asset and partner with a local authority
- Improve measurement, reporting and local procurement in construction and professional services spend in developments
- Embed Supply Chain Charter into Sustainability Brief for Developments and supplier contracts.

REPORTING

- Develop total contribution reporting methodology for annual reporting, focusing on key locations for British Land
- Pilot ways to embed non-financial Places People Prefer factors into decision making using the Prince's Accounting for Sustainability CAPEX guide to embedding sustainability into capital investment.

View our new 2020 sustainability strategy: www.britishland.com/sustainability



REPORTING CRITERIA

Introduction

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting sustainability data in our Sustainability Report and this Full Data Report. Further explanations are provided in each section of these Reporting Criteria.

PRINCIPLES

- We report data on issues relevant to our sustainability strategy.
- The data reported is meaningful and consistent with the explanatory notes.
- The data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the report.
- The data is as accurate and complete as practical and feasible.
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time.
- Assumptions, estimates and exclusions are stated and explained.
- Certain key data is independently assured (see opposite).
- Numbers may not add up due to rounding.
- We have applied the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement by interpreting their requirements against our operations.
- The GRI indicator reference number is provided next to relevant figures.
- We aim to ensure data is as accurate and comparable between years as possible. Where updated or new data is available, we restate data for prior years, where the restatement is material. Details of restatements are provided in the relevant sections of these Reporting Criteria.

ASSURANCE

- We engaged PwC to perform independent limited assurance of a selection of our most material 2014/15 data in this report, so stakeholders can be confident that we are reporting accurately on the issues that matter most.
- We identified the key data to be assured with PwC, using feedback from wider stakeholder engagement and with reference to our overall sustainability strategy.
- Where data has been assured, this is explicitly stated.
- 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 this section.
- PwC also assured a selection of our 2013/14, 2012/13 and 2011/12 data. Earlier data was assured by other providers.

TERMS

- Assets – properties and developments.
- Our managed portfolio – properties where we have operational or management influence.
- Management influenced, managed or landlord-influenced – properties where we have operational or management influence.
- 'NR' – data is not available and has not been reported.
- 'N/A' – data is not applicable.
- '-' indicates zero.



REPORTING CRITERIA

Introduction continued

SCOPE

- Data in this report covers 99% of our managed portfolio by value, 100% of development projects and 74% of our investment portfolio, unless stated otherwise.
- All 2014/15 data in this report covers our financial year from 1 April 2014 to 31 March 2015, unless otherwise stated. The same approach applies for previous years.
- We report data where we have operational or management influence. This includes assets 100% owned by British Land and those where we have a stake in a joint venture or investment fund.
- Assets are not reported where we do not have management responsibility, irrespective of our investment stake.
- We report much of our managed portfolio data by portfolio type, in line with our financial reporting: offices, shopping centres, retail parks and residential. Where we refer to retail, this includes both shopping centres and retail parks.
- We report on active developments with planning permission, managed developments under construction and developments completed in this financial year, unless otherwise stated. We do not pro-rate information for joint venture developments. We report our developments data by construction value: small (£300,000 to £5 million) and major (over £5 million). We do not report on non-managed development projects or development projects with a construction value less than £300,000.
- Broadgate Estates Ltd is wholly owned by British Land and is the building manager for all our multi-let offices. It also manages other buildings not owned by British Land. Broadgate Estates Ltd is mentioned explicitly where its performance is reported.
- Data for The Source was reported until 2013/14. 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. A review of its status in terms of reporting has deemed it is no longer within scope.
- Data from properties acquired or sold, or which are under our operating influence during the reporting period, is reported from the date of purchase / management or until the date of sale/no longer managed.
- We aim to capture all relevant data, but, where this is not feasible, we estimate data and pro-rate available data wherever practical. Where we estimate, we make this clear in the reporting criteria.
- In 2014/15, our total investment portfolio comprised 66% multi-let properties, 15% single-let properties, 0.4% residential properties and 8% developments by value. We had management influence for 139 properties and 67 developments. These comprised 66% of our total investment portfolio by value.
- All our development projects and the majority of our managed properties are located in the UK.
- Most data tables in this report include a scope row, showing the number of assets reporting over the total number of assets, where that data is applicable.
- Our portfolio changes significantly over time, with properties sold and bought, and development projects started, put on hold or sold. This affects our environmental and social data.
- We report environmental performance data on a like-for-like basis to enable more clear comparison of performance over a period of time. We report like-for-like performance in line with EPRA reporting guidelines – namely, those assets which are part of the portfolio for both the entire current reporting year and the baseline year.



REPORTING CRITERIA

Introduction continued

TABLE 1: OUR MANAGED PORTFOLIO

	Number of assets		Floor areas (m ²)	
	2014/15	2013/14	2014/15	2013/14
Offices	42	45	726,989	681,882
British Land: Head Office occupied space	1	1	3,729	3,729
British Land: subsidiaries	5*	5*	1,787	1,787
Shopping centres	16	19	378,985	562,222
Retail parks	46	60	559,880	746,349
Residential	33	55	4,756	6,280
Total	139	181	1,676,126	2,002,249

* We count these assets as a single entity in our scope.

TABLE 2: OUR DEVELOPMENTS

	Number of projects		
	2014/15	2013/14	2012/13
In design	19	21 (1 non-managed)	34 (2 non-managed)
In construction	20 (1 non-managed)	18 (1 non-managed)	15
Completed	28	19 (2 non-managed)	15 (1 non-managed)
Total	67	58	64

TABLE 3: CHANGES IN OUR PORTFOLIO

2014/15	Number of assets
Acquired	1 property (1 retail)
Sold	8 properties (2 offices and 6 retail)
Management responsibility outsourced	–
Developments transferred into managed portfolio	1 property (1 office)
Managed properties transferred into developments	1 property (1 office)

TABLE 4: OUR LIKE-FOR-LIKE MANAGED PORTFOLIO

2013/14 against our 2008/09 baseline	Number of assets
Offices	10
Retail parks	29
Shopping centres	1
Residential	0
Total	40



REPORTING CRITERIA

Introduction continued

METHODOLOGY

- The majority of environmental and social data at most of our properties and developments is collected using an online reporting system, Credit 360.
- Managing agent site staff at our managed properties and project teams on our managed developments provide monthly and quarterly responses to automated data requests from the Credit 360 system. Community activity data is reported on an ongoing basis. This data is reviewed at least quarterly by British Land or a specialist consultant.
- Where we have installed intelligent resource use management systems or Automated Meter Reading (AMR) meters in our assets, resource use consumption data is fed directly into Credit 360.
- For residential, resource use data has been provided by our managing agents in spreadsheet format.
- Each year, a selection of development projects with a construction value over £5 million are subject to detailed audits by internal and external auditors.
- Checks are undertaken to ensure all data has been submitted to the system before aggregation and reporting begins.

MANAGED PORTFOLIO – INTENSITY MEASURES

- 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.
- Intensity by floor area:
 - Vacant space is excluded from floor area intensity calculations.
 - Office floor areas are based on Gross Internal Area (GIA) with the exception of 12 instances where we were unable to obtain GIA floor areas; we estimated this by adding 10% to Net Internal Areas.
- British Land occupied areas use the Net Lettable Area (NLA) occupied by British Land.
- Retail park floor areas are based on the number of car park spaces. We assume an average car park size of 4.60m x 2.45m, which equals 11.27m². We add a further 20% to account for other areas such as management offices and covered walkway areas.
- Shopping centre floor areas are calculated using the same methodology for retail parks described above, but not including the additional 20% allocation for internal space, as we use measured internal common parts floor areas supplied by our managing agents.
- Intensity per person:
 - For offices, we calculate energy and water intensity per actively used workstation.
 - For retail, we calculate energy and water intensity per number of visitors.
 - Properties unable to report workstations or visitor numbers are excluded from the intensity calculations for that year.

MANAGED PORTFOLIO – INDEX METHODOLOGY

- We have developed an index methodology to allow us to track and report the relative resource efficiency of our entire managed portfolio over time.
- This methodology allows us to summarise our resource efficiency into a single number, include the performance of all properties in a particular reporting year and demonstrate performance against our index baseline year of 2008/09.
- Our methodology is set out below:
 - Each property is classified by asset type: office, retail park, shopping centre.
 - The index is calculated for both landlord and occupier resource use.
 - The index (100) baseline year is 2008/9.
 - The overall portfolio index is based on weighting each asset class by total consumption per reporting year.



REPORTING CRITERIA

Introduction continued

- Properties are only included in the index where they have robust denominator data (floor area, footfall, car park spaces or number of workstations) and resource consumption (energy or water) data for the relevant reporting year and that asset was owned and managed by British Land for the entire 12 months of the reporting year.
- 24 months of data is required for properties to join the occupier index.
- The energy index is calculated using 'kWh equivalent' and is adjusted for weather variance using our degree day methodology described below.
- 'kWh equivalent' conversion factors applied as follows:
 - Electricity: 1.0
 - Natural gas: 0.4
 - Fuel oil: 0.4
- For offices:
 - Landlord energy index relates to consumption in the provision of shared services and common parts.
 - Floor areas relate to Net Lettable Areas.
 - Where NLA data was not available for the baseline year but robust consumption data was available, NLA were used from latter years applied at 100%.
 - If NLA area is not available, 91% of GIA was used instead.
 - For landlord energy index, floor areas are adjusted for void areas. Where void areas exceed 20% of NLA, floor areas are adjusted to 80% of NLA.
 - For occupier energy index, floor areas are adjusted for void areas.
 - For occupier energy index, energy data includes private supplies (electricity privately purchased by occupiers).
 - Estate areas are excluded from index calculations.
- Fuel oil: data was not available for 2008/09 so 2009/10 data was applied to both years.
- For the water index, workstations were used as the denominator; data was not available for 2008/09 so 2009/10 data was applied to both years.
- For shopping centres and retail parks:
 - Landlord energy index relates to consumption in common parts and car parks.
 - Floor areas relate to the floor area methodology described above, except for shopping centres classified as 'open' where we just use the car park space methodology.
 - For the water index, footfall was used as the denominator; data was not available for 2008/09 so 2009/10 data was applied to both years.
- The carbon index follows the same methodology, with energy converted to carbon using the methodology described in the Carbon Emissions section of these Reporting Criteria.



REPORTING CRITERIA

Environmental

Overview

FIG. 1: ENVIRONMENTAL SUMMARY

- Please refer to data notes for each individual Fig.
- As per EPRA Best Practice Recommendations, EPRA energy data covers energy procured by British Land.
- Energy, water and carbon intensity data covers whole building usage for offices and common parts usage for shopping centres and retail parks.

FIG. 2: SUSTAINABILITY RATINGS

- For our investment portfolio, this Fig. covers all owned assets, including non-managed properties. Valuations are based on total property valuation and does not relate to British Land's share.
- As managed assets within our investment portfolio, our own offices are included in reported data. Of our own offices (including British Land and Broadgate Estates Ltd occupied space), 68% (by floor area) is certified BREEAM Very Good.
- For our development programme, this Fig. covers all managed major development projects which have received planning consent and were active in the financial year. Certification ratings can be given at the building, unit, or sub-building level; therefore, there may be more than one certification per asset or development.
- EPC ratings are provided by certified assessors in formal reports or included in the final certificate.
- Final green building ratings are provided by certified assessors in formal reports or included in the final certificate.
- Developments can hold draft or pre-assured ratings; these are provided by certified assessors. Scores for developments are liable to change before final certification, which occurs post completion.

REPORTING CRITERIA

Environmental

Financial

FIG. 3: CUMULATIVE LIKE-FOR-LIKE COST SAVINGS AND INVESTMENT

- Resource use, associated cost savings, service charge investment and corporate investments are reported cumulatively for like-for-like properties across baselines of 2011/12, 2012/13, 2013/14 and 2014/15.
- Resource use data is degree day adjusted.
- Cumulative savings are calculated to show accumulated savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting year period up to the current reporting year.
- Cost savings were calculated by multiplying any decrease in kWh/m³/tonnes between reporting years, and applying current year cost factors.
- Savings also include any reduction in CRC payments associated with reduced carbon emissions.
- Energy cost factors were derived from our energy procurement broker responsible for our office and Meadowhall Shopping Centre energy procurement and applied to all managed energy consumption.
- Water cost factors are based on the prices of our largest water supplier, Thames Water, as Ofwat no longer provides national water cost data.
- Landfill tax costs have been calculated by multiplying waste sent to landfill 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.
- Investment data includes costs for installations which results in improvements to resource efficiency and/ or results in cost savings related to resource use, in excess of what would have been achieved if the item had not been installed.
- Service charge investment relates to any service charge spend within the property that has improved resource use efficiency.
- Investment costs include the purchase price (excluding import duties and non-refundable purchase taxes) as well as other directly attributed costs required for the asset to become operational (including site preparation, delivery and handling, installation and assembly, testing and professional fees). Investments do not include like-for-like replacement of plant and equipment or maintenance costs.
- Corporate investment includes the amount spent from our central sustainability budget on fees and consultancy that supported relevant initiatives.
- Investments data excludes VAT.
- Cumulative investment is calculated to show accumulated financial investment since 2011/12 (data not available on a property-by-property basis before this date). Cumulative investment is the sum of the investments from each year within the reporting period up to the current reporting year.



REPORTING CRITERIA

TABLE 5: UTILITY COST RATES BY COUNTRY

Country	Resource type (per kWh/m ³ /tonne)	Rates				
		2014/15	2013/14	2012/13	2011/12	2010/11
United Kingdom	Electricity	£0.1255	£0.1016	£0.0946	£0.0900	£0.0842
	Gas	£0.0418	£0.0293	£0.0271	£0.0265	£0.0212
	Fuel oil	£0.6228	£0.6978	£0.7076	£0.6810	£0.5414
	Petrol	£1.1104	£1.2876	£1.3547	£1.2383	N/A
	Red diesel	£0.5098	£0.6626	£0.7274	£0.7312	N/A
	Water	£1.3248	£1.2843	£1.2263	£1.1782	£1.1528
	Landfill tax	£80.00	£72.00	£64.00	£56.00	£48.00
	Landfill tax (demolition)	£2.50	£2.50	£2.50	£2.50	£2.50
Carbon (CRC)	£16.40	£12.00	£12.00	£12.00	£12.00	

FIG. 4: ON-SITE ENERGY REVENUE AND GENERATION

- Generation, reported in megawatt hours (MWh), relates to heating/cooling and power produced on site, from renewable and/or low carbon sources.
- Revenue relates to any income derived from the production of heating/cooling and power, including Feed-in Tariffs (FITs) and any revenue from the sale of power to occupiers.
- Revenue is calculated on a site by site basis using the tariffs applicable to individual installations.
- In some instances, we are producing renewable and/or low carbon energy with no associated revenue – this energy is included in the generation data reported.
- District heating and cooling generation relates to producing and providing heating/cooling to two or more buildings, e.g. combined heat and power plant providing heat and power to a local network.
- Photovoltaic relates to the production of power from photovoltaic panels.

REPORTING CRITERIA

Environmental

Carbon emissions

FIGS. 5-12: SCOPE

- **Managed properties:** 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:** 2014/15: Major developments completed this year. 2012/13 and 2013/14: Developments with planning permission, under construction or completed. Includes 100% of emissions from joint venture developments and 100% of developments undertaken by others with our funding.
- **British Land and Broadgate Estates Ltd occupied space:** Electricity, gas, oil and vehicle fuels used by British Land and Broadgate Estates Ltd 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.

FIGS. 5-12: METHODOLOGY – MANAGED PROPERTIES

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government conversion factors for Company Reporting 2014'.
- Carbon conversion emissions factors (see Table 6, page 92) are sourced from Defra/DECC's guidelines as above.
- Emissions are reported as tonnes of carbon dioxide equivalent (CO₂e). This includes the six main greenhouse gases covered by the Kyoto Protocol in terms of CO₂e, in line with common practice. There are: carbon dioxide (CO₂), methane (CH₄), hydrofluorocarbons (HFCs), nitrous oxide (N₂O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆).
- GHG emissions for British Land Head Office business travel are calculated by converting staff business travel expenditure to kilometres travelled, before applying the conversion factors.

- 2014/15 staff business travel expenditure by mode of travel is taken from staff credit card spend, and the following conversion factors are applied to spend (£) to yield kilometres travelled:
 - Air travel: £0.15/km (incl. VAT).
 - Car: £0.28/km.
 - Taxis: £2.69/km.
 - Rail: £0.31/km (incl. VAT).
- Historic business travel emissions (2012/13 and 2013/14) have been restated as more robust spend-to-kilometres-travelled conversion factors have become available for air and rail travel.
- 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.

REPORTING CRITERIA

FIGS. 11-12: METHODOLOGY – DEVELOPMENTS

- This year, British Land changed our approach to calculating embodied carbon emissions to reflect our new strategy and to focus on major projects. The scope is limited to major developments which completed this year. There are three exclusions: the creation of four new retail units at Clifton Moor in York, our Head Office refurbishment, and the new cinema at Fort Kinnaird.
- Atkins were appointed to calculate the embodied carbon from materials, with a standard allowance for transport and emissions from site activities. The methodology used to create the embodied carbon quantities is based on the CEN TC350 / BS EN 15978:2011 scopes A1, A2, and A3.
 - Cost plans were collated from the various cost consultants for the completed projects and data from these inputted into the Atkins carbon footprinting knowledgebase database 'Carbon Integrator'. The Carbon Integrator tool generates an embodied carbon report as an additional component to Faithful+Gould/Atkins standard cost estimate. This process is carried within the CATO cost planning module. Assumptions made by FG include: Emissions scope includes product manufacture, distribution and assembly. Superstructure calculations include frame, internal wall & partitions, upper floors, wall finishes and floor finishes for total CO₂e.
 - Where possible, values are based on material quantities from the associated cost plan, and where embodied carbon for an element cannot be assessed, estimates are used based on their selected relative contribution using industry benchmarks from sources such as BSRIA's Inventory of Carbon Emissions, Environmental Product Declarations, WRAP, and manufacturers and suppliers' embodied carbon reports. Where data was missing, Atkins utilised benchmarks available from RICS, WRAP and previous British Land projects. Additional sources include Hutchins Black Book and Faithful+Gould/Atkins.
 - The CATO Enterprise Suite, which is certified to ISO 27001:2013 for information security management and the accreditation is independently verified. CATO is owned and developed by Causeway Technologies Limited.
- Historic data from previous years was calculated differently; it has not been updated or restated. This data was calculated by Davis Langdon (now Aecom) using detailed analysis of four projects to create typical data, which was then pro-rated across the development portfolio. The Aecom analysis captures 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.
 - The analysis employed a range of carbon analysis tools and data libraries developed specifically for the measurement and calculation of embodied carbon in buildings as data sources. The approach taken began at detailed component and material levels in both CO₂ and CO₂e, together with the additional reporting factors, to build 'building level' estimates of embodied carbon. A detailed analysis was conducted on three of the largest and most representative projects, to form a core of data and series of benchmarks: North East Quadrant (NEQ), residential and commercial; The Leadenhall Building, vertical commercial; and Whiteley Shopping, retail park.
 - To analyse these projects, Aecom 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. From these benchmarks, a pro-rated applicable m² was applied to the rest of the portfolio of projects by typology.

REPORTING CRITERIA

— Assumptions and data sources:

- **Base material data:** The models used embodied CO₂e 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, we used our own data generated from a study on biorenewable materials for the National Non-Foods Crops Centre (NNFCC), an industry benchmark study. For steel, further allowances for forming, fabrication, casting and others, were 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 could not be found to match the cost plan item, a similar library item would be used and a percentage adjustment applied to reflect whether the cost plan item was more or less intensive than the library item. However, no such items were found. A further layer, synchronised to the embodied CO₂e and CO₂ data, calculated the weights for each material within each component.

FIGS. 5-12: ADJUSTMENTS AND RESTATEMENTS

- Carbon emission data for 2013/14 has been adjusted and restated 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.

FIG. 5: TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 17 Total Fuel Consumption and include emissions from Scope 1 emissions only (direct emissions as per EPRA guidance).

FIG. 6: LIKE-FOR-LIKE TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 18 Like-for-Like Total Fuel Consumption and include Scope 1 emissions only (direct emissions as per EPRA guidance).

FIG. 7: TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 13 Total Electricity Consumption and include Scope 2 only (indirect emissions as per EPRA guidance).

FIG. 8: LIKE-FOR-LIKE TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 14 Like-for-Like Total Electricity Consumption and include Scope 2 only (indirect emissions as per EPRA guidance).

FIG. 9: GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 13 Total Electricity Consumption and Fig. 17 Total Fuel Consumption and include emissions from Scopes 1, 2 and 3.
- 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:
 - 2014/15: £600.4m.
 - 2013/14: £577.6m.
 - 2012/13: £555.6m.
- FTE based on the total number of employees reported in Fig. 49 Staff Employment:
 - 2014/15: 465.6.
 - 2013/14: 427.5.
 - 2012/13: 409.3.

REPORTING CRITERIA

FIG. 11: TOTAL DIRECT AND INDIRECT (SCOPE 1, 2 AND 3) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Figs. 13, 15 and 17, along with emissions from refrigerant loss from British Land influenced air conditioning units in our managed portfolio, water use influenced by British Land in our managed portfolio, emissions from our development, including both embodied carbon and on-site activities and emissions from fuel use in British Land owned vehicles and Head Office business travel.

FIG. 12: SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES

- Reported Scope 3 footprint copied from Fig. 11 Total Direct and Indirect (Scope 1, 2 and 3) Greenhouse Gas Emissions.
- Additional estimated Scope 3 footprint calculated as follows:
 - **Managed portfolio, Developments, Property Acquisition and Corporate:** emissions calculated in 2011/12:
 - 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 using British Land and Meadowhall spend data (excludes Broadgate Estates Ltd spend data).
 - Spend data was mapped to 123 Standard Industrial Classification (SIC) sectors, which were then input to Arup's Beacon tool.
 - Carbon intensity data in Beacon is supplied under exclusive licence by the Centre for Sustainability Accounting (CenSA).

- **Managed and single-let properties:** emissions calculated in 2012/13 based on energy purchased directly by occupiers, estimated using floor area and space use data, where available, annual energy usage data (kWh/m²) from 2012 CIBSE Guide F, and annual energy use data (kWh/m²) from retail occupiers' websites.
- **Visitor travel:** emissions calculated in 2012/13 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/m²; and Modal National Travel Survey (NTS) travel data 2011 and distance data for commuting and shopping.



REPORTING CRITERIA

TABLE 6: CARBON CONVERSION FACTORS

Resource type		UK	Resource type		UK
Electricity generated	Electricity generated Scope 2 direct GHG (kgCO ₂ e/kWh)	0.49426	British Land travel	Average car: GHG (kgCO ₂ e per vehicle km)	0.18943
	Electricity generated Scope 3 life-cycle GHG (kgCO ₂ e/kWh)	0.07527		Average car: life-cycle GHG (kgCO ₂ e per vehicle km)	0.03888
Electricity losses	Electricity losses Scope 3 direct GHG (kgCO ₂ e/kWh)	0.04322		Domestic average: GHG (kgCO ₂ e per vehicle km)	0.15504
	Electricity losses Scope 3 life-cycle GHG (kgCO ₂ e/kWh)	0.00658		Domestic average: life-cycle GHG (kgCO ₂ e per vehicle km)	0.03194
Gas (Net Calorific Value)	Natural Gas Scope 1 direct GHG (kgCO ₂ e/kWh)	0.20553		Short-haul international average: GHG (kgCO ₂ e per vehicle km)	0.0879
	Natural Gas Scope 3 life-cycle GHG (kgCO ₂ e/kWh)	0.02759		Short-haul international average: life-cycle GHG (kgCO ₂ e per vehicle km)	0.01811
Oil	Gas oil Scope 1 direct GHG (kgCO ₂ e/litres)	2.92577		Black cab: GHG (kgCO ₂ e per vehicle km)	0.21877
	Gas/diesel oil Scope 3 life-cycle GHG (kgCO ₂ e/litres)	0.5857		Black cab: life-cycle GHG (kgCO ₂ e per vehicle km)	0.04753
Geothermal	Electricity generated Scope 2 direct GHG (kgCO ₂ e/kWh)	N/A		Private taxi: GHG (kgCO ₂ e per vehicle km)	0.17755
	Electricity generated Scope 3 life-cycle GHG (kgCO ₂ e/kWh)	N/A		Private taxi: life-cycle GHG (kgCO ₂ e per vehicle km)	0.0385
	Electricity losses Scope 3 direct GHG (kgCO ₂ e/kWh)	N/A		National rail: GHG (kgCO ₂ e per vehicle km)	0.04738
	Electricity losses Scope 3 life-cycle GHG (kgCO ₂ e/kWh)	N/A		National rail: life-cycle GHG (kgCO ₂ e per vehicle km)	0.0086
Refrigerants	R407c (GWP/tonne)	1526	Tube: GHG (kgCO ₂ e per vehicle km)	0.06312	
	R134a (GWP/tonne)	1300	Tube: life-cycle GHG (kgCO ₂ e per vehicle km)	0.00961	
	R410a (GWP/tonne)	1725			
Fuel use	Diesel Scope 1 (kgCO ₂ e/litre)	2.6691			
	Diesel Scope 3 (kgCO ₂ e/litre)	0.5785			
	Petrol Scope 1 (kgCO ₂ e/litre)	2.2999			
	Petrol Scope 3 (kgCO ₂ e/litre)	0.4504			
	LPG Scope 1 (kgCO ₂ e/litre)	1.5023			
	LPG Scope 3 (kgCO ₂ e/litre)	0.1889			
Water	Water supply (kg CO ₂ e/m ³)	0.3441			



REPORTING CRITERIA

Environmental

Energy use, intensity and ratings

FIGS. 13-18 AND 20-22: SCOPE – MANAGED PROPERTIES

TABLE 7: SCOPE OF ENERGY REPORTING

Property type	Total properties	Resource type	Properties not reporting	Reason
Offices	42	Electricity	1	1: Small office with unmetered supply; unable to obtain data
		Gas	12	11: No shared services gas 1: Small office with unmetered supply; unable to obtain data
		Oil	22	21: No shared services oil use 1: Small office with unmetered supply; unable to obtain data
British Land: Head Office occupied space and subsidiaries	2	Electricity	0	-
		Gas	2	2: No gas consumption
		Oil	2	2: No oil use
Retail parks	46	Electricity	2	2: Unable to obtain data from joint venture partners
		Gas	42	42: No common parts gas use
		Oil	45	45: No common parts oil use
Shopping centres	16	Electricity	1	1: Unable to obtain data from managing agent
		Gas	6	5: No common parts gas use 1: Unable to obtain data from managing agent
		Oil	9	8: No common parts oil use 1: Unable to obtain data from managing agent
Residential	33	Electricity	7	7: Small common parts supplies; unable to obtain data
		Gas	32	32: No common parts gas use
		Oil	33	33: No common parts oil use



REPORTING CRITERIA

FIGS. 13–18 AND 20–22: METHODOLOGY – MANAGED PROPERTIES

- At our retail properties, where meters serve both common parts and occupier areas, AMRs and managing agent site staff 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 parts and occupier usage. Where an estimate is not available, mixed meters are reported in common parts.
- Energy consumption relating to vacant space or vacant units is included in common parts.
- Oil use data is measured where possible. Otherwise, it is estimated based on the run time of plant.
- Fuel use is converted from litres to kWh using Carbon Trust recommended factors (see Table 8).
- Energy use in Broadgate Estates Ltd occupied areas in buildings not owned by British Land is estimated based on billing information.
- On-site renewables at our offices comprises photovoltaic panels at three of our offices: 10 Portman Square, 20 Triton Street and Ropemaker Place (sold in March 2013). We have accounted for this energy in shared services energy use in the building. This energy is used on site and not exported to the grid.
- Low carbon technologies at our offices include a combined heat and power plant at 10 Brock St, an air source heat pump at 350 Euston Rd and a ground source heat pump at 10 Portman Sq. The electricity generated from the CHP has been reported as shared services, self-generated electricity.
- On-site renewables in retail comprises a 410 kW (kilowatt) solar PV installation at Whiteley Shopping Centre, a 45 kW solar PV installation at Deepdale Shopping Park, a 1kW solar PV installation at Hereford Shopping Centre, a 250 Watt installation at York Clifton Moore Shopping Park and a wind turbine installation at Giltbrook Shopping Park (now decommissioned). We have accounted for this energy in common parts energy use in the building. The energy produced at Whiteley and Deepdale is exported to the grid. The energy produced at Giltbrook is used on site and not exported to the grid.
- District heating at our retail parks comprises a geothermal district heating scheme at Udine Retail Park in Italy (no longer managed by British Land since November 2013). This is a district heating scheme, supplying energy for the Retail Park's common parts, occupied areas and neighbouring non-British Land buildings.



REPORTING CRITERIA

DEGREE DAY CORRECTED DATA

- Our degree day corrected data is used for our 2015 target performance reporting, our index methodology and energy consumption used to calculate financial savings.
- To report the impact and performance of our energy efficiency programme more accurately, we have normalised our data for heating and cooling degree days using Chartered Institution of Building Services Engineers (CIBSE) and Carbon Trust guidance. Degree day normalisation attempts to ensure that changes in gas used for heating and electricity used for cooling do not reflect changes in outside temperatures.
- Heating degree days (HDD): quantify the number of days and the length of time that temperatures have dropped below a base temperature of 15.5°C.
- Cooling degree days (CDD): quantify the number of days and the length of time that temperatures have exceeded a base temperature of 15.5°C.
- In 2012/13, we used a five year average for degree days. In 2013/14, we switched to a 10 year data set to provide coverage between our baseline and reporting year.
- The HDD calculation is performed as follows: Gas kWh/HDDs for reporting year = kWh per HDD; kWh per HDD multiplied by 10 year HDD average = normalised gas kWh.
- We use a similar methodology for CDD normalisation, with two main differences to account for the fact that cooling is required to offset internal heat gains, as well as external air temperatures:
 - We calculate baseline consumption for electrical cooling requirements when outside air temperatures are below 15.5°C (that is, when we have zero degree days), using a 12 month rolling average (an average of the shared services electricity consumption for the months in the previous 12 months where there have been zero degree days). We exclude this baseline consumption from the normalisation calculations.
 - We only perform CDD normalisation on shared services electricity consumption from April to September; these are the months when shared service electricity consumption correlates most strongly with DD data.
 - The CDD calculation is performed as follows: Shared services electricity kWh/CDDs for reporting year = kWh per CDD; kWh per CDD multiplied by 10 year CDD average = normalised shared services electricity.
 - We test for the correlation between outside air temperature and heating or cooling consumption using the R^2 correlation coefficient. Where correlation is weak, defined by a correlation of less than 0.7, data is excluded from DD normalisation.
 - We source our degree day data from www.degreedays.net, uploaded on a monthly basis to Credit 360.
 - We recognise that:
 - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. Where properties use gas solely for heating hot water for non-space heating purposes, these properties have been excluded from our normalisation.
 - Not all shared services electricity consumed is for the direct provision of cooling. In our retail portfolio, we are unable to separate energy consumed for cooling from other common parts energy consumption and therefore CDD is not used in the retail portfolio.
 - Where data has been normalised using degree days, this has been clearly stated.

REPORTING CRITERIA

FIG. 19: ENERGY USE – DEVELOPMENTS

- Energy data is collected and reviewed from our development sites (both major and minor) and is converted, if necessary, from litres or m³ to kWh (see Table 8: Carbon Trust recommended conversion factors, opposite).
- Adjustments and restatements: 2013/14 have been adjusted and restated as additional data was received, increasing the overall usage. In the spirit of transparency and accuracy, this is restated regardless of the overall impact.

FIG. 23: ENERGY EFFICIENCY – DEVELOPMENTS

- Major developments active this year, which have been submitted for planning permission and which require building regulations.
- Regulations apply at the level of individual buildings; therefore, there may be multiple buildings per development.
- Relates only to regulated energy (and emissions) as defined under UK building regulations.
- Average of percent better than building regulations is calculated based on the number of units, without reference to the size of the building. The percentage improvement for each unit is based on engineers' reports or building regulations submissions, using accredited software. Percentage improvement is calculated as $(TER - BER) / TER \times 100$. The TER is the target emission rate, the maximum allowable emissions for that building (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 are the predicted, regulated emissions based on the output of the building-specific software simulation.

TABLE 8: CARBON TRUST RECOMMENDED CONVERSION FACTORS

Resource type	Unit	Rate to kWh
Oil	Litres	11.85
Diesel		10.96
LPG		6.98
Petrol		9.61
Gas	m ³	11.13



REPORTING CRITERIA

Environmental

Water use and intensity

FIGS. 24-28: SCOPE – MANAGED PROPERTIES

TABLE 9: SCOPE OF WATER REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	42	5	4: No shared services water use 1: Small office with unmetered supply; unable to obtain data
British Land: Head Office occupied space and subsidiaries	2	0	–
Retail parks	46	33	31: No common parts water use 2: Unable to obtain data from joint venture partners
Shopping centres	16	5	2: No common parts water use 1: Unable to obtain data from managing agent 2: No common water consumption reported; under investigation
Residential	33	31	24: No common parts water use 7: Small common parts supplies; unable to obtain data

FIGS. 24-28: METHODOLOGY – MANAGED PROPERTIES

- Water data comprises mains water and non-mains water used within our multi-let managed portfolio.
- 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 parks, shopping centres and residential properties, we only report the water use in common parts.

FIG. 29: WATER USE – DEVELOPMENTS

- Water data comprises mains water used on our development sites, both major and minor. Data is collected and reviewed.
- Adjustments and restatements: 2013/14 have been adjusted and restated due to an error in calculation. This has reduced water usage for 2013/14 by 117,475 m³.



REPORTING CRITERIA

*Environmental***Waste and materials**

FIGS. 30-33: WASTE MANAGEMENT SCOPE – MANAGED PROPERTIES

TABLE 10: SCOPE OF WASTE REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	42	6	1: No managed waste 5: Waste reported at an estate level and not attributable to an individual property
British Land: Head Office occupied space and subsidiaries	2	0	–
Retail parks	46	22	22: No managed waste
Shopping centres	16	2	1: Property sold early in April 2014 1: No managed waste – M1 distribution
Residential	33	33	33: No common parts waste management



REPORTING CRITERIA

FIGS. 30–33: WASTE MANAGEMENT METHODOLOGY – MANAGED PROPERTIES

- Waste data only covers waste managed by British Land. Occupier waste not managed by us is not reported.
- Partial waste management refers to management of common parts only waste and/or management of some occupier waste. Total waste management refers to management of all common parts and all occupier waste.
- Head Office waste is waste generated in British Land occupied areas at York House.
- Subsidiaries waste is included in the respective property that the management office resides in.
- Landfill tax costs and savings were calculated by multiplying the volume of waste by the relevant landfill tax cost factor for each year. Landfill tax rates sourced from www.hmrc.gov.uk.

FIG. 34: WASTE MANAGEMENT – DEVELOPMENTS

- This Fig. covers waste generated on development sites active this year, both major and minor.
- Waste was reported by 38 developments this year (all developments were in the UK).
- We consider our waste data has a fairly high accuracy rate, as it is a legal requirement in the UK to document and report construction waste generated and its disposal. No pro-rating is undertaken for developments waste data, 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, 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 m³ of waste across the industry. We request that sites gather tonnage data. Where this is not possible, the contractors use industry standard conversion factors (<http://www.wrap.org.uk/content/waste-conversion-factors-wrap-construction-tools>) and report the tonnage data through Credit 360.
- Landfill tax costs are for indicative purposes only. Landfill tax costs are calculated by multiplying diverted from landfill waste by the relevant landfill tax cost factor for each year (see Table 5: Utility cost rates by country, in the Financial section).
- Adjustments and restatements: 2013/14 has been adjusted and restated as additional data was received, increasing the total waste generated. This has improved the percentage of waste diverted from landfill to 86% from 83%.

FIG. 35: TIMBER FROM SUSTAINABLE SOURCES – DEVELOPMENTS

- This Fig. covers timber used on development sites active this year, both major and minor. FSC refers to timber sourced from Forest Stewardship Council and PEFC refers to timber sourced from Programme for the Endorsement of Forest Certification.

REPORTING CRITERIA

Environmental

Land use

FIG. 36: BIODIVERSITY – DEVELOPMENTS

- This Fig. covers major development projects.
- Size of habitats restored or protected across the development portfolio on developments which completed this year.
- Information is based on formal ecologists' reports or design team commitments, where applicable.

FIG. 37: LAND CONTAMINATION AND REMEDIATION – DEVELOPMENTS

- In 2013/14 and 2014/15, this Fig. covers major construction activity. In previous years, it covers all construction activity.
- We 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.

FIG. 38: ENVIRONMENTAL COMPLIANCE

- This Fig. covers all development projects and all managed assets.
- Managing agents are asked to disclose any of the following environmental incidences:
 - Building collapse.
 - Drain malfunction.
 - Emergency situations arising from contracted building works.
 - Fire causing emissions to air and fire water run off.
 - Incorrectly disposed chemicals.
 - Sewage release.
 - Site flooding.
 - Spillages of fuel from refuelling.
 - Spillages of laboratory chemicals.
 - Spillages of paints, cleaning and maintenance supplies.
 - Storm damage.
 - Refrigerant release.

FIG. 39: PORTFOLIO FLOOD RISK

- This Fig. covers our entire investment portfolio – both managed and FRI properties.
- Flood risk ratings have been obtained for all properties.
- High flood risk is defined as those properties located in Flood Zone 3 in England and Wales or on a Flood Plain in Scotland and Northern Ireland.



REPORTING CRITERIA

Social

Overview

FIG. 40: SOCIAL SUMMARY

— Please refer to data notes for each individual Fig.

REPORTING CRITERIA

Social

Community investment and contributions

FIGS. 41–46: SCOPE

- UK only.
- Data covers community investment activities at our Head Office and our managed portfolio, and non-mandatory community investment activities at our developments.
- Cash donations are exclusive of VAT.
- Financial contributions towards apprenticeships at our managed properties 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 considered unlikely that the apprenticeship opportunities would exist.
 4. There is an appropriate structure in place for the apprenticeships.
- Direct staff time relates to those employed directly or contractually at our Head Office. It covers time spent supporting charitable or community activities during paid working hours only.
- Leveraged staff time relates to managing agent site staff and contracted suppliers at our managed sites and developments, and suppliers contracted directly by our Head Office who provide pro bono support towards our community programme. It also includes relevant time spent outside paid working hours by those employed directly or contractually at our Head Office.
- Time spent supporting apprenticeships falls outside the scope of this data.
- The value of direct and leveraged staff time is calculated in accordance with London Benchmark Group (LBG) guidelines (see Methodology opposite for further information about LBG).

- In-kind contributions relate to donations of space and donations of equipment owned by British Land. These contributions are based on cost rather than commercial value, calculated according to LBG guidelines.

FIGS. 41–46: METHODOLOGY

- All data reported follows the principles of LBG, an internationally recognised standard for measuring corporate community investment www.lbg-online.net.
- Community investment activity data is collected across the managed portfolio using an online reporting system, Credit 360. At our managed properties, managing agent site staff record local activity. At our Head Office, designated personnel input details of Head Office activities. Designated Head Office personnel also record community investment activity relating to our developments, where it falls within the scope of this data.
- Valuing direct staff time input: An average hourly value of time is calculated using information we disclose in our Annual Report on employee costs, staff numbers and directors' pay. The valuation covers wages and salaries, social security costs, pension costs, equity-settled share-based payments and other elements of the benefits package for those on our payroll. Separate average hourly costs are calculated for Executive Directors and applied accordingly.
- Time spent by managing agent site staff in management positions is valued according to a benchmark value exercise conducted in 2012, which calculated the average hourly cost of those involved in community activity during the 2011-12 reporting period. This 2012 value is applied each year, incorporating an annual increase of 2.5% to account for inflation. The valuation 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 data, taking into account a 10% allowance for employers' National Insurance and 5% for pension contributions.



REPORTING CRITERIA

FIG. 41: LBG CORPORATE COMMUNITY INVESTMENT

- LBG is an internationally recognised standard for measuring corporate community investment www.lbg-online.net.
- Direct community investment relates to British Land's financial contributions, British Land staff time input and in-kind (mainly space) donations from British Land.
- Leveraged cash investment includes fundraising, site funding (through the service charge or marketing budget) and other external funding leveraged as a direct result of our contributions.
- Management costs relate to our cash and time input on our community programme covered within the scope of this data.

FIG. 42: SUPPLIER COMMUNITY VOLUNTEERING

- This Fig. is the sum of time spent supporting charitable and community causes by managing agent site staff and contracted suppliers at our managed sites and developments, and suppliers contracted directly by our Head Office who provided pro bono support. It relates to time spent during paid working hours only.

FIG. 43: PRE-TAX PROFITS DONATED

- This Fig. covers our direct cash, staff time and in-kind input, together with management costs, in line with the data calculated and reported annually by LBG.

FIG. 44: COMMUNITY CONTRIBUTIONS THROUGH PLANNING

- This Fig. is a summary of costs towards public contributions or community benefit, which are associated with our development programme and the grant of planning permissions. The costs include:
 - **Affordable housing:** the cost of constructing affordable housing, not including design fees.
 - **Public space and environment:** all spend relating to environmental or art enhancements with a clear community benefit, regardless of land ownership.
 - **Accessibility and transport:** 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 and general support to community groups not captured in our charitable spend.
 - **Community consultation:** spend relating to consultation around our development applications including consultants' fees for attendance at events but excluding PR fees.
 - **Expenses:** sundry expenses relating to the above, excluding legal fees or council expenses.
- Our development activity varies significantly in response to economic conditions.
- We compile this data by a search through our development accounting codes and analysis of construction costs by our cost consultants, all supplemented by a detailed sanity check to allocate the data and ensure no double counting with other community investment and contributions Figs.
- For affordable housing and cost-to-build community facilities, the costs are part of a wider construction budget and the data is 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.

REPORTING CRITERIA

FIG. 45: COMMUNITY INVESTMENT BENEFICIARIES

- We look to measure the wider impact of our community investment programme by recording the number of individuals who directly benefited from our support during the reporting period. We record those who have received support through initiatives funded by British Land and/or through face-to-face assistance from British Land staff, managing agent staff or suppliers at our sites. Details of beneficiary numbers are provided by the charity or community group supported.
- If British Land or site staff support a session or workshop and there are volunteers from other organisations involved, we record the total number of beneficiaries attending that session, assuming it is reasonable to do so.
- We estimate data only if there is a reasonable basis upon which to do so.
- If we are part funders of an initiative, we report only the number of beneficiaries that can be directly attributed to our contribution. However, we log 100% of direct beneficiaries if:
 - The initiative is fully led by British Land and/or our site teams and a contribution of up to 50% of the full cost is provided by a joint venture partner.
 - The initiative is fully led by British Land and/or our site teams and the charity delivery partner has accessed up to 50% of the cost from other sources.
- This data excludes those benefiting through payments towards charity core funding, as direct beneficiaries cannot be accurately measured. They also exclude individuals that attended local events such as carnivals and festivals.

- Community investment beneficiaries are categorised according to the key focus of each activity:
 - **Education:** covers activities with learning outcomes, supporting hard or soft skills development, for those in full-time, further or higher education. Sharing of expertise, such as mentoring staff at NGOs, is also included.
 - **Employment and training:** covers programmes specifically designed to support local people into employment, vocational training courses, interview and CV writing support for jobseekers and mentoring support for those looking to start their own business through The Prince's Trust's specialist mentor scheme.
 - **Wellbeing, culture and leisure:** includes sporting activities, celebratory events for local community groups, recreational classes for local people and any other support for disadvantaged groups that cannot be categorised elsewhere.

FIG. 46: OUR COMMUNITY PROGRAMME AROUND THE UK

- Corporate contributions relate to national causes such as The Prince's Trust's Team programme and Shelter, to international causes and to match funding contributions in support of British Land staff fundraising and payroll giving.



REPORTING CRITERIA

Social

Community Charter

FIG. 47: COMMUNITY CHARTER PROGRESS

- 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 as at 2011, 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 Good 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.



REPORTING CRITERIA

Social

Considerate Constructors

FIG. 48: CONSIDERATE CONSTRUCTORS SCHEME

- Scoring for Considerate Constructors changed on 1 January 2013 to be a score out of 50, rather than 40. See <http://www.ccscheme.org.uk/index.php/site-registration/site-scoring> for more information.



REPORTING CRITERIA

Social

Staff

FIGS. 49–59: SCOPE

- Permanent full time equivalents (FTEs) as at 31 March 2015 at British Land and the 100% owned subsidiary Broadgate Estates Ltd.
- Staff data for employees of The Source was reported until 2013/14. A review of their status in terms of reporting has deemed they are no longer within scope.
- Figs. include those on maternity and paternity leave, long-term sick leave and those on sabbatical. Unless otherwise stated, data 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.
- Employment type is defined as follows, unless otherwise stated:

Employment type	British Land	Broadgate Estates Ltd
Employees	All permanent FTEs	All permanent FTEs
Management employees	Executive, Operations Committee and Executive Committee, including middle management	Associate Directors (including Portfolio Directors), Senior Managers, Managers
Board of Directors	Permanent FTEs that are British Land Board Directors	Board Executive Directors, excluding those employed by British Land
Non-management employees	All employees excluding management employees and Board of Directors	All employees excluding management employees and Board of Directors



REPORTING CRITERIA

FIGS. 49–59: METHODOLOGY

- Employee information is primarily retrieved from the human resource teams' software programmes: Success Factors for British Land and Cascade for Broadgate Estates Ltd.
- Part time employees are counted as a fraction of an FTE.

FIG. 50: NEW STAFF

- The new hires rate is calculated by dividing the number of new hires by the total number of FTEs reported in Fig. 49 Employment.

FIG. 51: STAFF TURNOVER – NUMBERS AND RATES

- Leavers include the following scenarios: resignation; dismissal; employee redundancies; mutual agreement leavers; retirement; departure during probation; death and TUPE.
- 'TUPE' refers to the Transfer of Undertakings (Protection of Employment) Regulations. These regulations exist to protect employees when their business changes hands and serves to move those employees affected from their old employer to the new employer.
- Turnover rates are based on the FTE of leavers divided by the total number of FTEs at the end of the year (as reported in Fig. 49 Employment).
- For gender and age, the FTE of leavers for each category was divided by the equivalent total FTEs at the end of the year (as reported in Fig. 49 Employment).

REPORTING CRITERIA

FIG. 52: MEDIAN SALARY AND REMUNERATION

- Solely staff employed for the whole year, 01 April 2014 to 31 March 2015 are included.
- Employment type is defined as follows:

Employment type	British Land	Broadgate Estates Ltd
Board level	Permanent FTEs that are British Land Board Directors	Board Executive Directors, excluding those employed by British Land, and Portfolio Directors
Management level	Executive, Operations Committee and Executive Committee	Associate Directors, Senior Managers, Managers
Non-management level	All employees excluding Board level and management level	All employees excluding Board level and management level

- Figures include salary, bonus, car allowance and private medical insurance.
- Remuneration related to share schemes is not included.
- Information for British Land is obtained from staff annual total reward statements. The statement contains data obtained as follows:
 - The payroll software programme.
 - The human resources team maintains a spreadsheet containing all benefits data.
- For British Land, the bonus elements of remuneration numbers are calculated based on estimates. Final bonus calculations are undertaken later in the year and were not available during this report timeframe. The estimate is based on the pool bonus allocation approved by Finance. This is then distributed as an estimate across the three staff groups reported on: Board, Management and Non-management. For British Land, the bonus calculation does not include a bonus for leavers, due to the timing of when this bonus is paid. For Broadgate Estates Ltd, the bonus elements of remuneration numbers are based on the prior year bonus paid, as the current year bonuses have not yet been decided.
- Data for part time employees has been pro-rated to their FTE data.
- The gender ratios are calculated by dividing the female data by the male data and multiplying by 100.



REPORTING CRITERIA

FIGS. 53–56: STAFF DIVERSITY – GENDER, AGE, ETHNICITY

- Data is based on staff employed as at 31 March.
- British Land Board of Directors data includes Non-Executive Directors in addition to FTE so that reporting is in line with the Annual Report diversity reporting requirements.
- British Land Board of Directors data is based on headcount rather than FTE for the same reason as above.
- Broadgate Estates Ltd Board of Directors are based on staff only; Non-Executive Directors are British Land staff and so already reported.
- From 2013/14, the total percentage female/male data was calculated by summing staff numbers. Previous years were calculated as an average of each organisation's percentage female/male numbers.

FIG. 56: DISCRIMINATION

- An incident is defined as a complaint which has been raised, regardless of whether it is upheld.

FIG. 57: STAFF TRAINING – AVERAGE HOURS

- 2014/15 data is hours per FTE; previous years were hours per headcount.

FIG. 58: STAFF TRAINING – PROPORTION BY CATEGORY

- Proportion of staff data regarding anti-corruption and bribery and health and safety is a rolling result, representing the staff population at 31 March 2015.
- Proportion of staff data regarding 'Any other training' is an annual result.

FIG. 59: STAFF VOLUNTEERING

- This covers staff participation in our employer supported volunteering programme and other activities during working hours that directly benefit charitable or community organisations or beneficiaries.
- FTEs comprise staff employed directly or contractually by British Land at our Head Office:
 - 2014/15: 227 of 274 staff and contractors volunteered.
 - 2013/14: 205 of 267.
 - 2012/13: 188 of 248.
- The total number of hours recorded is:
 - 2014/15: 2,454.
 - 2013/14: 2,099.
 - 2012/13: 1,950.
- The FTE data (including contractors) is provided by human resources on a quarterly basis. The average data across the reporting period is then applied.



REPORTING CRITERIA

Social

Health and safety

FIGS. 60–64: METHODOLOGY - RIDDOR REPORTING

- The comments below relate to RIDDOR reporting for all British Land managed activities in the portfolio, on our construction sites and in our corporate office.
- British Land, its managing agents or project managers are required to report all fatalities and specified injuries that occur to anyone (including employees, contractors and 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 2013 (RIDDOR), which amended the 1995 and 2012 Regulations.
- A specified injury is defined as:
 - Fractures, other than to fingers, thumbs and toes.
 - Amputations.
 - Any injury likely to lead to permanent loss of sight or reduction in sight.
 - Any crush injury to the head or torso causing damage to the brain or internal organs.
 - Serious burns (including scalding) which covers more than 10% of the body/causes significant damage to the eyes, respiratory system or other vital organs.
 - Any scalping requiring hospital treatment.
 - Any loss of consciousness caused by head injury or asphyxia.
 - Any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness/requires resuscitation or admittance to hospital for more than 24 hours.
- From 1 October 2013, RIDDOR changed the classification 'major injuries' to 'specified injuries'. <http://www.hse.gov.uk/riddor/specified-injuries.htm> outlines the injuries now covered by this classification.
- In addition, accidents or incidents that result in someone being unable to work for more than seven days are also reportable under the RIDDOR regulations. Accidents to members of the public (visitors) are reportable if they result in an injury and the person is taken directly to hospital for treatment. Reporting of ill health is not required unless it is caused or made worse by the person's work activity. Certain near-miss events must also be reported as dangerous occurrences. This includes incidents involving lifting equipment, pressure systems, electrical incidents causing explosion or fire, and collapse of scaffolding.

REPORTING CRITERIA

FIGS. 60–61: SCOPE – MANAGED PROPERTIES

TABLE 13: SCOPE OF HEALTH AND SAFETY REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	42	0	–
Retail parks	46	0	–
Shopping centres	16	0	–
Residential	26	15	15: properties which have yet to be assessed

FIG. 60: ACCIDENTS – MANAGED PORTFOLIO

- Safety incidents reported to British Land and Broadgate Estates Ltd, excluding buildings managed by Broadgate Estates Ltd but not owned by British Land.
- Accident and incident data is collected from managing agents via the QUOODA® system. This system is managed and provided by Ark Workplace Risk Ltd.
- Accident Frequency Rates (AFRs) across the managed portfolio are calculated as follows:
 - Retail AFR – total reportable accidents over the period/total footfall over the period x 100,000.
 - Offices AFR – total reportable accidents over the period/total people working in each office building over the period x 100,000. Data for total people working in each office building is provided by each occupier by email.

FIG. 61: OHSAS 18001 MANAGEMENT SYSTEM COMPLIANCE

- British Land’s health and safety management system has been certified by the British Standards Institute under BS OHSAS 18001. Within this system there are a number of management objectives for management of Head Office, development projects and managed portfolio.

- At managed portfolio sites and our Head Office, we use three key management metrics to monitor health and safety management:
 1. Risks controlled at annual audit: Annually, Ark Workplace Risk Ltd (Ark) 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 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” at the time of the annual assessment.
 2. Uncontrolled risks completed: 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.
 3. Statutory document compliance: We require all documents required by statute and by British Land’s own standards, 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.
- For our multi-let properties this health and safety data applies to the common parts and vacant space where British Land has responsibility to manage.
- For our Head Office, this health and safety data applies to the demised areas 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 undertakes annual risk assessment audits at all multi-let properties under British Land’s management responsibility. Where a new property is acquired 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.



REPORTING CRITERIA

- For our development projects, we use a number of metrics to monitor the management of health and safety:
 1. Risk Registers: We ensure that all risk registers are reviewed to ensure principal contractors are controlling risks appropriately.
 2. Construction Phase Health and Safety Plans: We ensure that the construction phase at any project or development does not commence until a health and safety plan is implemented.
 3. Health and Safety File: We ensure that the health and safety file is maintained for each construction project and made available to all relevant personnel.

FIG. 62: REPORTABLE ACCIDENTS – BRITISH LAND OWN OCCUPIED SPACE

- Safety incidents reported to British Land, Broadgate Estates Ltd, occurring in demises occupied by staff. This would cover accidents to permanent employees, contractors and visitors.
- British Land refers to the Head Office team.
- Accident and incident data is collected from office staff via the QUOODA® system. This system is managed and provided by Ark Workplace Risk Ltd.
- Accident Frequency Rates (AFRs) in British Land own occupied space is calculated as follows:
 - Total accidents over the period/Total number of British Land staff over the period x 100,000.

FIG. 63: LOST WORKING DAYS – STAFF

- Lost days cover general absenteeism due to sickness. They include any lost days from work related accidents.
- Lost days is calculated from the moment an employee leaves work (half day for example) or does not arrive at work.
- In 2014/15, working days in the year are calculated as the average FTE x 260. The average FTE is based on FTEs at the start and the end of the year.

- In 2013/14, working days in the year are calculated as the FTEs for British Land and The Source and the headcount for Broadgate Estates Ltd x 260.
- Working days lost percentage rate calculated as (Number of days' sickness) / (average FTE/FTEs as at 31.03.14 x 260).
- Working days lost per 100,000 hours rate calculated as: (Number of days lost x 100,000) / (Number of person hours worked). Number of person hours is based on: Average FTEs/headcount x 260 days at 7.5 hours per day.

FIG. 64: HEALTH AND SAFETY – DEVELOPMENTS

- Health and safety was reported by 42 developments this year. All developments were in the UK. UK developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Lost Day Accident Rate:
 - 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 the 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, x 100,000 / number of hours worked).
- Reportable Accident Rate:
 - 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) per 100,000 hours worked (that is, x 100,000 / number of hours worked).
- Incidents of non-compliance
 - Refers to the number of HSE Prohibition notices and Improvement notices served.
 - In 2014/15, the HSE issued a Prohibition notice on one of our developments after an incident occurred on site. However, this was lifted once a site review was completed.



REPORTING CRITERIA

Social

Governance

FIG. 65: RISK MANAGEMENT

- In 2014/15 and 2013/14, risks for anti-corruption were considered internally and discussed with British Land solicitors.
- In 2012/13, KPMG updated a 2011/12 assessment of British Land's procedures in relation to the risk of bribery and corruption. Minor recommended updates were made to the Anti-Bribery and Corruption Policy, Procedures and Guidance in December 2013.

REPORTING CRITERIA

Social

Suppliers

FIG. 66: LOCAL AND SME PROCUREMENT – PROPORTION OF TOTAL EXPENDITURE

- An external consultant was hired to undertake an assessment of budget allocation by tier one suppliers at the following three levels: within 25 miles; SMEs; and SMEs within 25 miles. This is the second year we have collected this data. Each year the quality of this data improves. The data may not be complete for some of the sites.
- As a result of this process and through consultation with our key suppliers and stakeholders, we decided to adopt a definition of local as being with 25 miles of our assets.
- Budget allocation for the managed portfolio (offices and shopping centres) relates to the 2013/14 financial year (for data reported in 2014/15) and the 2012/13 financial year for data reported in 2013/14).
- Geographical location of suppliers based on postcode of nearest site of supply (i.e. branches of national company treated as local supplier). SME status was defined as less than 250 employees and not a branch of a non-SME.

FIG. 67: LOCAL AND SME PROCUREMENT PLANS

- In October 2014, our managing agents at our top 20 retail sites and our office portfolio were asked to develop and implement a local procurement plan. These plans provide a process by which British Land can ensure their first tier suppliers are working to engage local and SME suppliers. The plans allow managing agents to set out how they will look to identify opportunities for increasing spend with local and SME suppliers and reporting progress against these plans on a quarterly basis.
- It has been agreed that this process will be adopted for all developments over £5 million which start after 1 April 2015.
- These plans will be reviewed quarterly by an independent consultant.

FIGS. 68–69: APPRENTICES – METHODOLOGY

- UK only.
- We are focusing apprenticeship activity at our major developments and properties which fall under the scope of our Community Charter. These are defined as properties with annual service budgets over £500,000 as at 2011, and developments with construction value over £5 million.
- 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.

FIG. 68: APPRENTICES AT OUR PROPERTIES AND LOCAL COMMUNITIES

- We offer matched funding for apprentices directly employed, or employed through our suppliers across our Community Charter managed properties.
- At our properties, we report on individual apprentices each financial year. These include apprentices through our suppliers or those generated by The Source with our retailers.

FIG. 69: APPRENTICES AT OUR DEVELOPMENTS

- As our developments are finite projects, we report total apprentice data as an aggregate number over the lifetime of the project.

REPORTING CRITERIA

FIG. 70: PAYMENT

- Our Supply Chain Charter states that we expect all businesses in our supply chain to be paid within agreed terms.
- We are signatories to the Prompt Payment Code. As set out in our Supplier Payment Policy, we undertake to pay our suppliers within 30 days, unless otherwise agreed. We expect subsequent tiers of our supply chain to be offered the same terms and to be paid on time.
- All contracts are expected to be Charter compliant by 2016.
- In our managed portfolio, our managing agents record their performance against this target quarterly. Proportion of payments paid within the Standard Payment Period is calculated as an average of quarterly percentage data from the six management agents instead of the average of the actual number of payments in each quarter. Therefore, there is a possible deviation of approximately 2%.
- In 2014, we trialled the reporting and compliance to this requirement in four development projects and committed reporting of performance of all our main contractors from 1 April 2015.

FIG. 71: LIVING WAGE

- We committed to be a living wage employer across our office portfolio.
- In 2014, we trialled the implementation of a living wage policy for all supply chain employees who are inducted onto site on our Clarges development. We hope to understand the cost implication of this on our development portfolio with a view to making recommendations in 2015.

FIG. 72: EXCLUSIVE ZERO HOUR CONTRACTS

- Our Supply Chain Charter states that none of our suppliers should impose exclusive zero hours contracts on their employees.
- In October 2014, we implemented a reporting requirement on our managing agents to confirm if any of their employees were indeed on such contracts.
- We also agreed that, on developments starting from 1 April 2015, none of our supply chain employees will be on exclusive zero hours contracts.

FIG. 73: WORKFORCE

- Our Supply Chain Charter states that we expect all businesses in our supply chain to respect the people they employ and to offer a safe workplace free from discrimination, harm, intimidation, harassment or fear.
- We expect our suppliers to be proactive in offering local people the opportunity to compete for work with them at our sites.
- In October 2014, we implemented a quarterly reporting requirement on our managing agents to inform us of the number of local (within 25 miles of our assets) employees who work on our sites in people-intensive trades such as cleaning and security.
- We also agreed that all our development projects over £5 million contracted from 1 April 2015 onwards will also report the hours worked by local (within 25 miles of our assets) employees on our sites.

FIG. 74: SUPPLIER ASSESSMENT

- Our Supply Chain Charter states that we expect all our suppliers to manage their supply chains in accordance with the most appropriate best practice standard.
- In October 2014, we implemented a quarterly reporting requirement on our managed portfolio to report how many contracts they have placed in the last quarter, of these how many they have assessed for sustainability risks using our heat mapping process, and how many of those in the risk category have had contractual requirements embedded into the contracts.
- We also agreed that our development projects over £5 million will also undertake this process from 1 April 2015.



GRI INDEX

GRI Index

GRI Index

Our sustainability reporting is aligned with the Global Reporting Initiative's G4 Sustainability Reporting Guidelines and Construction & Real Estate Sector Disclosures. In previous years, our GRI index has been assured by PwC and other providers (see earlier Full Data Reports).

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 LINKS:

- **Annual Report and Accounts 2015**
- **Full Data Report 2015**
- **British Land Website**
- **Sustainability Progress Report 2015**



GRI INDEX

GRI Profile

General standard disclosures

These disclosures provide the overall context for understanding our performance including our strategy, profile and governance.

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Disclosure	Reported	Cross-reference/Direct answer
Strategy and analysis		
G4-1	Fully	WEB / Sustainability – Stories: Head office
Organisational profile		
G4-2	Fully	FDR – Performance data – Targets and management actions WEB / Sustainability – Strategy: Wellbeing; Community; Future proofing; Skills and opportunity; Materiality – Governance and policies: Governance; Policies – Performance
G4-3	Fully	The British Land Company PLC
G4-4	Fully	ARA – Pages: 2, 3
G4-5	Fully	York House, 45 Seymour Street, London, W1H 7LX
G4-6	Fully	FDR – Reporting Criteria
G4-7	Fully	ARA – Page: 52
G4-8	Fully	ARA – Pages: 2–3, 36–39
G4-9	Fully	ARA – Pages: 2, 21, 36–37, 49–52, 124–128



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Disclosure	Reported	Cross-reference/Direct answer
G4-10	Partially	FDR — Performance data: Figure 49 Supplementary direct answer: We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.
G4-11	Fully	Direct answer: The proportion of our staff covered by a collective bargaining agreement is 0%.
G4-12	Fully	WEB / Sustainability — Governance and policies: Suppliers
G4-13	Fully	Direct answer: There have been no significant changes to report.
G4-14	Fully	WEB / Sustainability — Strategy: Materiality
G4-15	Fully	WEB / Sustainability — Governance and policies: Governance — Performance
G4-16	Fully	WEB / Sustainability — Strategy: Materiality — Governance and policies: Governance
Identified material aspects and boundaries		
G4-17	Fully	ARA — Pages: 2–3,18–20,124–128 WEB / Sustainability — Strategy: Materiality
G4-18	Fully	WEB / Sustainability — Strategy: Materiality
G4-19	Fully	WEB / Sustainability — Strategy: Materiality
G4-20	Fully	WEB / Sustainability — Strategy: Materiality
G4-21	Fully	WEB / Sustainability — Strategy: Materiality
G4-22	Fully	FDR — Reporting Criteria
G4-23	Fully	FDR — Reporting Criteria



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Disclosure	Reported	Cross-reference/Direct answer
Stakeholder engagement		
G4-24	Fully	WEB / Sustainability – Strategy: Materiality
G4-25	Fully	WEB / Sustainability – Strategy: Materiality
G4-26	Fully	WEB / Sustainability – Strategy: Materiality – Governance and policies: Governance
G4-27	Fully	WEB / Sustainability – Strategy: Materiality – Reports and publications: 2014; 2013
Report profile		
G4-28	Fully	Fiscal year 1 April 2014 to 31 March 2015
G4-29	Fully	June 2014
G4-30	Fully	Annual, in line with our Annual Report and Accounts
G4-31	Fully	Justin Snoxall, Head of Sustainability, British Land E. justin.snoxall@britishland.com T. +44 (0) 20 7467 3464
G4-32	Fully	This GRI Content Index for 'In accordance' – Core
G4-33	Fully	FDR – Performance data – Independent assurance PROGRESS – Page: 15 WEB / Sustainability – Governance and policies: Governance
Governance		
G4-34	Fully	ARA – Pages: 70-77, 82-85
Ethics and Integrity		
G4-56	Fully	ARA – Pages: 14, 33, 76 WEB / About us – Our values WEB / Sustainability – Governance and policies: Policies



GRI INDEX

GRI Management Approach

Economic

SPECIFIC STANDARD DISCLOSURES PART 1: DISCLOSURES ON MANAGEMENT APPROACH

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

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Economic performance	Fully	ARA – Pages: 2, 20, 36–39, 49–52, 56–61, 86–112, 124–138
	Indirect economic impacts	Fully	ARA – Pages: 18–19, 21, 32–35 FDR – Performance data: Figures 41, 44–46, 68, 69 – Targets and management actions WEB / Sustainability – Strategy: Community; Materiality – Governance and policies: Governance; Policies
	Procurement practices	Fully	FDR – Performance data: Figures 66–67, 70, 73, 74 – Targets and management actions – Reporting criteria WEB / Sustainability – Strategy: Community; Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Suppliers



GRI INDEX

GRI Management Approach

Environmental

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Materials	Fully	<ul style="list-style-type: none"> – FDR – Performance data: Figures 31–35 – Targets and management actions WEB / Sustainability <ul style="list-style-type: none"> – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies
	Energy	Fully	ARA <ul style="list-style-type: none"> – Page: 48 FDR <ul style="list-style-type: none"> – Performance data: Figures 13–23 – Targets and management actions WEB / Sustainability <ul style="list-style-type: none"> – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies
	Water	Fully	FDR <ul style="list-style-type: none"> – Performance data: Figures 24–29 – Targets and management actions WEB / Sustainability <ul style="list-style-type: none"> – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies
	Biodiversity	Fully	FDR <ul style="list-style-type: none"> – Performance data: Figures 36–37 WEB / Sustainability <ul style="list-style-type: none"> – Strategy: Wellbeing; Future proofing; Materiality – Governance and policies: Governance; Policies



GRI INDEX

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Emissions	Fully	ARA – Page: 48 FDR – Performance data: Figures 5–12 – Targets and management actions WEB / Sustainability – Strategy: Future proofing; Materiality – Reports and publications – Governance and policies: Governance; Policies – Performance
	Effluents and waste	Fully	FDR – Performance data: Figures 30–31, 35 – Targets and management actions WEB / Sustainability – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies
	Products and services	Fully	FDR – Performance data: Figures 2, 5–11, 13–18, 20–28, 30–37 – Targets and management actions WEB / Sustainability – Strategy: Wellbeing; Community; Future proofing; Materiality – Governance and policies: Governance; Policies
	Compliance	Fully	FDR – Performance data: Figure 38 WEB / Sustainability – Strategy: Materiality – Governance and policies: Governance; Policies
	Transport	Fully	FDR – Performance data: Figures 11–12 WEB / Sustainability – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies
	Overall	Fully	FDR – Performance data: Figure 3 WEB / Sustainability – Strategy: Future proofing; Materiality – Governance and policies: Governance; Policies



GRI INDEX

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Supplier environmental assessment	Fully	FDR <ul style="list-style-type: none"> — Performance data: Figure 74 — Reporting criteria WEB / Sustainability <ul style="list-style-type: none"> — Strategy: Future proofing; Materiality — Governance and policies: Governance; Policies; Suppliers



GRI INDEX

GRI Management Approach

Social: Human Rights

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Non-discrimination	Fully	FDR – Performance data: Figure 56 WEB / About us – Our people WEB / Sustainability – Governance and policies: Governance; Staff
	Freedom of association and collective bargaining	Fully	FDR – Targets and management actions WEB / Sustainability – Strategy: Materiality – Governance and policies: Policies; Staff
	Child labor	Fully	FDR – Performance data: Figure 74 – Targets and management actions WEB / Sustainability – Strategy: Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Suppliers
	Forced or compulsory labor	Partially	FDR – Performance data: Figure 74 – Targets and management actions WEB / Sustainability – Strategy: Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Suppliers



GRI INDEX

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Supplier human rights assessment	Fully	FDR – Performance data: Figure 74 – Targets and management actions – Reporting criteria WEB / Sustainability – Strategy: Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Suppliers
	Human rights grievance mechanisms	Fully	FDR – Performance data: Figure 56 WEB / Sustainability – Strategy: Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Staff; Suppliers



GRI INDEX

GRI Management Approach

Social: Labor Practices and Decent Work

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Employment	Fully	FDR – Performance data: Figures 50-51 WEB / Sustainability – Strategy: Wellbeing; Skills and opportunity; Materiality – Governance and policies: Governance; Staff – Performance
	Occupational health and safety	Fully	ARA – Pages: 59, 71, 77 FDR – Performance data: Figures 60, 62, 63 WEB / About us – Governance: Committees WEB / Sustainability – Strategy: Wellbeing; Materiality – Governance and policies: Governance; Policies
	Training and education	Fully	FDR – Performance data: Figure 57 WEB / Sustainability – Strategy: Skills and opportunity; Materiality – Governance and policies: Governance; Staff
	Diversity and equal opportunity	Fully	ARA – Pages: 21, 33, 72-77, 83-85 FDR – Performance data: Figures 53-55 WEB / About us – Our people WEB / Sustainability – Governance and policies: Governance; Staff



GRI INDEX

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Equal remuneration for women and men	Fully	FDR — Performance data: Figures 53–55 WEB / Sustainability — Governance and policies: Governance; Staff
	Supplier assessment for labor practices	Fully	FDR Performance data: Figure 74 Reporting criteria WEB / Sustainability Strategy: Community; Skills and opportunity; Materiality Governance and policies: Governance; Policies; Suppliers



GRI INDEX

GRI Management Approach

Social: Society

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Local communities	Partially	FDR – Performance data: Figures 44, 46–47, 68–69 – Targets and management actions WEB / Sustainability – Strategy: Community, Materiality – Governance and policies: Governance; Policies Supplementary direct answer: We do not report information suggested in the aspect-specific guidance; this is not relevant to our community engagement programme.
	Anti-corruption	Fully	ARA – Pages: 56-61, 70-77, 79, 114 FDR – Performance data: Figures 58, 65 – Reporting criteria WEB / About us – Our values – Governance WEB /Sustainability – Strategy: Materiality – Governance and policies: Governance; Policies; Staff
	Public policy	Fully	ARA – Page: 77 WEB / About us – Governance: Committees – Other committees WEB / Sustainability – Strategy: Materiality



GRI INDEX

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Anti-competitive behavior	Fully	WEB / About us – Our values WEB / Sustainability – Governance and policies: Governance; Policies
	Compliance	Fully	ARA – Pages: 56–61
	Supplier assessment for impacts on society	Fully	FDR – Performance data: Figure 74 – Targets and management actions – Reporting criteria WEB / Sustainability – Strategy: Community; Skills and opportunity; Materiality – Governance and policies: Governance; Policies; Suppliers



GRI INDEX

GRI Management Approach

Social: Product Responsibility

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

G4 DMA	Description	Reported	Cross reference/Direct answer
Aspects	Customer health and safety	Fully	FDR – Performance data: Figures 61, 64 WEB / Sustainability – Strategy: Wellbeing; Materiality – Governance and policies: Governance; Policies
	Product and service labelling	Fully	ARA – Pages: 1, 25, 56–61 FDR – Performance data: Figure 2 – Targets and Management Actions WEB / Sustainability – Strategy: Wellbeing; Future proofing; Materiality – Governance and policies: Governance; Policies
	Compliance	Fully	ARA – Pages: 56–61



GRI INDEX

GRI Performance Indicators

Economic

SPECIFIC STANDARD DISCLOSURES PART 2: INDICATORS

We have reported against 62 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.

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Economic performance		
EC1	Fully	ARA – Pages: 2, 20, 36–39, 49–52, 86–112, 124–138 FDR – Performance data: Figures 41, 43–44, 46
EC2	Fully	ARA – Pages: 56–61 WEB / Sustainability – Strategy: Future proofing – Reports and publications: 2014 – Carbon Disclosure Project (CDP) Report 2014 (Sections 5 and 6)
EC3	Fully	ARA – Pages: 137–138 Supplementary direct answer: 100% of eligible staff participate in our non-contributory Defined Benefits scheme. 99% of eligible staff participate in our non-contributory Defined Contribution scheme – all staff are eligible to join the Defined Contribution scheme once they have completed three months' continuous service.
EC4	Fully	Direct answer: In 2015, capital allowances were claimed totalling an estimated £36.7 million. This figure includes an estimate for qualifying expenditure on developments completed in 2015.



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
Indirect economic impacts		
EC7	Fully	ARA — Pages: 137–138 FDR — Performance data: Figures 41, 44–46
EC8	Fully	FDR — Performance data: Figures 45, 68–69 WEB / Sustainability — Stories: Social — Reports and publications: 2014 – Regent’s Place at 30; 2013 – The Source 10 Year Review 2013
Procurement practices		
EC9	Fully	FDR — Performance data: Figure 66 — Reporting criteria WEB / Sustainability — Governance and policies: Suppliers



GRI INDEX

GRI Performance Indicators

Environmental

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Materials		
EN2	Partially	<p>Direct answer: British Land promotes the use of recycled content in our developments through our policies and through promotion of industry best practice. For example, BREEAM green building certifications promote use of recycled content through awarding of numerous credits in the scheme. As buildings are complicated products to construct and we outsource our development activity to external architects, project managers and contractors, we do not find it relevant to measure the weight of all materials we purchase. The UK industry average for recycled content in concrete is 30%, steel 60%, window glass 10%; these are the primary materials we use by weight. On our largest construction project, 5 Broadgate, the external team has tracked the recycled content across every material procured for the building using a UK industry standard WRAP Recycled Content tracker, which measures recycled content by value. The building is calculated to comprise 38.4% recycled content by value.</p> <p>As we are unable to report the total proportion of recycled materials across our whole developments programme, we have designated this indicator as 'partially' reported.</p>
Energy		
EN3	Fully	FDR — Performance data: Figures 13–19
EN4	Fully	FDR — Performance data: Figures 13–19
EN5 / CRE1	Fully	FDR — Performance data: Figures 20–21
EN6	Fully	FDR — Performance data: Figures 13–16, 18, 23 PROGRESS — Page: 9



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
EN7	Fully	FDR — Performance data: Figures 13–16, 18, 23 PROGRESS — Page: 9
Water		
EN8	Fully	FDR — Performance data: Figures 24, 29
EN10	Fully	FDR — Performance data: Figure 24
CRE2	Fully	FDR — Performance data: Figures 26–27
Biodiversity		
EN12	Partially	FDR — Performance data: Figures 36–37 Supplementary direct answer: 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	Partially	FDR — Performance data: Figures 36–37 Supplementary direct answer: 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.
Emissions		
EN15	Fully	FDR — Performance data: Figures 5, 11
EN16	Fully	FDR — Performance data: Figures 7, 11
EN17	Fully	FDR — Performance data: Figures 11, 12
EN18/CRE3	Fully	FDR — Performance data: Figure 9



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
EN19	Fully	FDR — Performance data: Figures 6, 11 PROGRESS Page: 9
Effluents and waste		
EN23	Partially	FDR — Performance data: Figures 30–31, 34 Supplementary direct answer: We do not currently report managed hazardous waste from our managed portfolio due to data collection challenges.
Land degradation, contamination and remediation		
CRE5	Fully	FDR — Performance data: Figure 37
Products and services		
EN27	Fully	FDR — Performance data: Figures 2, 5–11, 13–18, 20–28, 30–37
Compliance		
EN29	Fully	FDR — Performance data: Figure 38
Transport		
EN30	Partially	FDR — Performance data: Figures 11–12 Supplementary direct answer: We report on carbon emissions associated with on-site vehicle use and business travel. We do not disclose specific information on mitigation of these transport impacts.
Overall		
EN31	Fully	FDR — Performance data: Figure 3 Supplementary direct answer: As we are able to report prevention and environmental management costs (i.e. investments) but not waste disposal, emissions treatment and remediation costs, we have designated this indicator as 'partially' reported.
Supplier Environmental Assessment		
EN32	Fully	FDR — Performance data: Figure 74



GRI INDEX

GRI Performance Indicators

Social: Labor Practices and Decent Work

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Employment		
LA1	Fully	FDR — Performance data: Figures 50–51
Occupational health and safety		
LA6	Partially	FDR — Performance data: Figures 60, 62–63 Supplementary direct answer: We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.
CRE6	Fully	WEB / Sustainability — Strategy: Wellbeing
Training and education		
LA9	Fully	FDR — Performance data: Figure 57
LA10	Partially	WEB / Sustainability — Governance and policies: Staff Supplementary direct answer: We report on skills management and lifelong learning for employees. We do not report on the management of career endings.
Diversity and equal opportunity		
LA12	Fully	ARA — Pages: 33, 83–85 FDR — Performance data: Figures 53–55



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
Equal remuneration for women and men		
LA13	Fully	FDR — Performance data: Figure 25
Supplier assessment for labor practices		
LA14	Fully	FDR — Performance data: Figure 74



GRI INDEX

GRI Performance Indicators

Social: Human Rights

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Non-discrimination		
HR3	Fully	FDR — Performance data: Figure 56 Supplementary direct answer: There are no incidents to report. Should any incidents be reported, we will review reporting this indicator broken down by disability, race and sexual orientation.
Freedom of association and collective bargaining		
HR4	Fully	WEB / Sustainability — Strategy: Skills and Opportunity; Materiality Supplementary direct answer: We have undertaken a responsible supply chain management risk assessment across the three major operating departments of our business: managed portfolio, developments and corporate spend. For each of these categories, we engaged with stakeholders and our supply chain to determine in which spend categories the risk might lie. This enables us to focus our efforts where the risks are greatest. Freedom of association issues were included in the assessment category 'Labour practices and fair pay'. As an example, in our managed portfolio, the spend categories 'security', 'cleaning' and 'marketing and promotions' were assessed as highest risk and, in our development portfolio, a number of categories were identified as Amber risk. In July 2014, we launched our Supply Chain Charter to our supply chain, which sets out the standards and actions that are required. In our managed portfolio, we now require quarterly reporting of the number of contracts that are entered into which are Red risk and confirm that the supplier has addressed these issues in the contracting process. We expect that, over the next two years, we will move to 100% compliance to this process. An example of specific action in this area is that we now require stonework (an identified risk area) purchased outside the EU to undergo thorough checks on labour conditions at point of extraction and manufacture.



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
Child labor		
HR5	Fully	<p>WEB / Sustainability — Strategy: Skills and Opportunity; Materiality</p> <p>Supplementary direct answer: We have undertaken a responsible supply chain management risk assessment across the three major operating departments of our business: managed portfolio, developments and corporate spend. As a result of this risk assessment, in which both suppliers and stakeholders were included, British Land's operations and upper supply chain (first and second tier suppliers) are considered to have no significant risk of incidents of child labour. We are, however, aware that procurement of building materials, uniforms and personal protective equipment manufactured outside the EU has some risk of child labour but we consider the risk to be low given the type and quantity of materials likely to be procured outside the EU by our supply chain. One exception to this is the sourcing of stone from low-cost markets. As a result, we have included in our 'Materials Schedule' a requirement for the traceability of stone products and now encourage the use of the responsible sourcing standard BES6001 wherever practical. This requirement is built into our Sustainability Brief for Developments and into our Employer Requirements – our contractual agreement with our suppliers. Furthermore, in July 2014, we launched our Supply Chain Charter to our supply chain, which sets out the standards and actions that are required in this area. Quarterly reporting has been mandated on all our Tier 1 suppliers (managing agents) in our managed portfolio and piloted on four development projects. As a result of these pilot projects, quarterly reporting will now be mandated across all our major developments.</p>
Forced and compulsory labour		
HR6	Fully	<p>WEB / Sustainability — Strategy: Skills and Opportunity; Materiality</p> <p>Supplementary direct answer: We have undertaken a responsible supply chain management risk assessment across the three major operating departments of our business: managed portfolio, developments and corporate spend. For each of these categories, we engaged with stakeholders and our supply chain to determine in which spend categories the risk might lie. The result of this process was that it was considered that the highest risk for forced or compulsory labour lies in the managed portfolio division of our business and specifically within the spend areas of 'security', 'cleaning', 'marketing & promotions' and landscaping. These are supply categories that are typified by low wages, low skills and significant numbers of employees.</p> <p>In July 2014, we launched our Supply Chain Charter to our supply chain which sets out the standards and actions that are required. The Charter sets out actions expected of suppliers and a timeframe by which they must be implemented. Actions will be required where sustainability risks have been identified as Red or Amber in the supplier's category of spend and above a spend threshold. For example, mandatory reporting is now required quarterly from our first tier suppliers on which contracts they have let in the high (Red) risk areas and confirmation that they have addressed these issues through the contracting process. We are aiming for 100% compliance for this reporting requirement within two years.</p>
Supplier human rights assessment		
HR10	Fully	<p>FDR — Performance data: Figures 48, 74</p>
Human rights grievance mechanisms		
HR12	Fully	<p>FDR — Performance data: Figure 56</p> <p>Supplementary direct answer: There are no grievances to report.</p>



GRI INDEX

GRI Performance Indicators

Social: Society

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Local communities		
S01	Partially	FDR – Performance data: Figure 46 Supplementary direct answer: We report on our community programme around the UK; we do not report on impact assessments.
S02	Fully	FDR – Performance data: Figures 44, 46, 47, 68–69 – Our stories: Social – Strategy: Community
CRE7	Fully	Direct answer: No people were physically displaced in the reporting period.
Anti-corruption		
S03	Fully	FDR – Performance data: Figure 65 Supplementary direct answer: Pages 58–61 of the ARA document present our significant Principal Risks; none related to corruption have been identified.
S04	Partially	FDR – Performance data: Figure 58 Supplementary direct answer: We report solely on the proportion of employees who have received training on our anti-corruption policy and procedures.
S05	Fully	Direct answer: No incidents reported and therefore no actions to report.
Public policy		
S06	Fully	ARA – Page: 77 Supplementary direct answer: There were no contributions.
Anti-competitive behaviour		
S07	Fully	Direct answer: We have not been the subject of any legal actions for any anti-competitive behaviour, anti-trust or monopoly practices.



GRI INDEX

Performance Indicator	Reported	Cross reference/Direct answer
Compliance		
S08	Fully	Direct answer: Zero fines and sanctions to report.
Supplier assessment for impacts on society		
S09	Fully	FDR — Performance data: Figure 74



GRI INDEX

GRI Performance Indicators

Social: Product Responsibility

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
PROGRESS – Sustainability Progress Report 2015; WEB – British Land Website

Performance Indicator	Reported	Cross reference/Direct answer
Customer health and safety		
PR1	Fully	Supplementary direct answer: Health and safety impacts are considered at each stage of the property life cycle: – New construction: Yes, 100% – Management: Yes, 100% – Development: Yes, 100%
PR2	Fully	FDR – Performance data: Figures 61, 64
Product and service labelling		
CRE8	Fully	FDR – Performance data: Figure 2
PR5	Fully	ARA – Pages: 1, 25 FDR – Targets and management actions
Compliance		
PR9	Fully	Direct answer: We have identified no non-compliance with laws or regulations.



UN GLOBAL COMPACT

UN Global Compact

Since December 2009, we have been a signatory to the UN Global Compact and continue to support its principles through our sustainability 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 annual reports.

Our statement of continued support is available at:

- **British Land Website, Sustainability, Our stories – Head Office**

References are available from the following web links:

- **Annual Report and Accounts 2015**
- **Sustainability Progress Report 2015**
- **Full Data Report 2015 including GRI Index**
- **British Land Website**



UN GLOBAL COMPACT

Human Rights (Principles 1–2)

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
WEB – British Land Website

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 2015 Performance Indicators: – HR10, HR12 – S01, S02	WEB/Sustainability Governance and Policies: Policies – Sustainability Policy – Supply Chain Charter – Supplier Payment Policy – Health and Safety Policy for Developments – Health and Safety Policy for Managed Properties in the UK – Health and Safety Guidance for Occupiers – Health and Safety Management Principles for Managing Agents	WEB/Sustainability – Strategy: Materiality – Strategy: Community – Governance and policies: Policies – Supply Chain Charter, Suppliers, Staff	FDR Targets and management actions Performance data, Figures: – 44 – 46-47 – 48 – 68-69 – 74 – 56 GRI Index 2015 Performance Indicators: – HR12	FDR Targets and management actions



UN GLOBAL COMPACT

Labour (Principles 3–6)

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
WEB – British Land Website

LABOUR (PRINCIPLES 3–6)

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

6: The elimination of discrimination in respect of employment and occupation

GRI indicators	Policy	Management	Achievements	Future actions
GRI Index 2015 Organizational Profile: – G4-10 – G4-11 Performance Indicators: – LA1, LA9, LA12, LA13 – HR3, HR4, HR5 HR6	WEB/Sustainability Governance and Policies: Policies – Sustainability Policy – Supply Chain Charter	WEB/Sustainability – Strategy: Materiality – Governance and policies: Governance; Suppliers; Staff	FDR Targets and management actions Performance data, Figures: – 50-51 – 52-55 – 56-57 GRI Index 2015 Performance Indicators: – HR3, HR4, HR6, HR6	FDR Targets and management actions



UN GLOBAL COMPACT

Environment (Principles 7–9)

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015;
WEB – British Land Website

ENVIRONMENT (PRINCIPLES 7–9)**7: Businesses should support a precautionary approach to environmental challenges**

GRI indicators	Policy	Management	Achievements	Future actions
GRI Index 2015 Performance Indicators: – EC2 – EN3–EN8, EN15–17, EN27, EN31	WEB/Sustainability Governance and Policies: Policies – Sustainability Policy – Sustainability Brief for Acquisitions – Sustainability Brief for Management – Sustainability Brief for Developments – Supply Chain Charter	ARA – Pages: 58–61 WEB/Sustainability: – Strategy; Materiality – Governance and policies: Governance – Strategy: Future proofing	FDR Targets and management actions Performance data, Figures: – 2 – 5–21 – 20–29 – 30–37 GRI Index 2015 Performance Indicators: – EC2	FDR Targets and management actions



UN GLOBAL COMPACT

Anti-corruption (Principle 10)

Abbreviations: ARA – Annual Report and Accounts 2015; FDR – Full Data Report 2015; WEB – British Land Website

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 2015 Organizational Profile: – G4-56 Performance Indicators: – S03-6	WEB/Sustainability Governance and Policies: Policies – Sustainability Policy – Anti-bribery and Corruption Policy – Supply Chain Charter	ARA Pages: 14, 76 WEB/ About us – Our values WEB/ Sustainability – Strategy: Materiality – Governance and policies: Policies, Suppliers, Staff	FDR Targets and management actions Performance data, Figures: – 58 – 65 GRI Index 2015 Performance Indicators: – S05	FDR Targets and management actions



UN GLOBAL COMPACT

Our EPRA Index 2015

We report in accordance with the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting (2nd edition September 2014). For each EPRA indicator, we outline below where data can be found in our Full Data Report 2015: www.britishland.com/data

EPRA Indicators	Full Data Report 2015
Elec-Abs (Total electricity consumption)	— Fig. 13 Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	— Fig. 14 Like-for-like total electricity consumption
DH&C-Abs (Total district heating & cooling consumption)	— Fig. 15 Total district heating and cooling consumption
DH&C-LfL (Like-for-like total district heating & cooling consumption)	— Fig. 16 Like-for-like total district heating and cooling consumption
Fuels-Abs (Total fuel consumption)	— Fig. 17 Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	— Fig. 18 Like-for-like total fuel consumption
Energy-Int (Building energy intensity)	— Fig. 20 Building energy intensity – floor area — Fig. 21 Building energy intensity – workstations and visitors
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	— Fig. 5 Total direct (Scope 1) greenhouse gas emissions — Fig. 11 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	— Fig. 7 Total indirect (Scope 2) greenhouse gas emissions — Fig. 11 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Dir-LfL (Like-for-like total direct greenhouse gas (GHG) emissions)	— Fig. 6 Like-for-like total direct (Scope 1) greenhouse gas emissions
GHG-Indir-LfL (Like-for-like total indirect greenhouse gas (GHG) emissions)	— Fig. 8 Like-for-like total indirect (Scope 2) greenhouse gas emissions
GHG-Int (Greenhouse gas (GHG) intensity from building energy consumption)	— Fig. 9 Greenhouse gas intensity from building energy consumption
Water-Abs (Total water consumption)	— Fig. 24 Total water consumption
Water-LfL (Like-for-like total water consumption)	— Fig. 25 Like-for-like total water consumption
Water-Int (Building water intensity)	— Fig. 26 Building water intensity – floor area; — Fig. 27 Building water intensity – workstations and visitors
Waste-Abs (Total weight of waste by disposal route)	— Fig. 30 Waste management – by weight; — Fig. 31 Waste management – by proportion
Waste-LfL (Like-for-like total weight of waste by disposal route)	— Fig. 32 Like-for-like waste management – by weight — Fig. 33 Like-for-like waste management – by proportion
Cert-Tot (Type and number of sustainably certified assets)	— Fig. 2 Sustainability ratings



INDEPENDENT ASSURANCE

Independent Assurance



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

The Board of 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 Full Data Report for the year ended 31 March 2015.

OUR CONCLUSION

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information described below for the year ended 31 March 2015 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of our report.

SELECTED INFORMATION

The scope of our work was limited to assurance over the information marked with the symbol (A) in British Land's Full Data Report 2015 (the "Selected Information"). The Selected Information and the Reporting Criteria against which it was assessed are summarised in the table opposite. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Full Data Report 2015.

FDR 2015 reference	KPI
2	Sustainability ratings
3	Cumulative like-for-like cost savings and investments [degree day adjusted]
5	Total direct (Scope 1) greenhouse gas emissions
6	Like-for-like total direct (Scope 1) greenhouse gas emissions
7	Total indirect (Scope 2) greenhouse gas emissions
8	Like-for-like total indirect (Scope 2) greenhouse gas emissions
9	Greenhouse gas intensity from building energy consumption
11	Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
13	Total electricity consumption
14	Like-for-like total electricity consumption
15	Total district heating and cooling consumption
16	Like-for-like total district heating and cooling consumption
17	Total fuel consumption
18	Like-for-like total fuel consumption
20	Building energy intensity – floor area
24	Total water consumption
25	Like-for-like total water consumption
26	Building water intensity – floor area
30	Waste management – by weight
31	Waste management – by proportion
32	Like-for-like waste management – by weight
33	Like-for-like waste management – by proportion
34	Waste management – developments
52	Median salary and remuneration
53	Staff diversity – gender
60	Accidents – managed portfolio
62	Reportable accidents – British Land own occupied space
64	Health and safety – developments

We assessed the Selected Information using British Land's Reporting Criteria as set out at www.britishland.com/data.



INDEPENDENT ASSURANCE

Independent Assurance continued

PROFESSIONAL STANDARDS APPLIED AND LEVEL OF ASSURANCE

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

OUR INDEPENDENCE AND QUALITY CONTROL

We applied the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Control (UK & Ireland) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

UNDERSTANDING REPORTING AND MEASUREMENT METHODOLOGIES

The Selected Information needs to be read and understood together with the Reporting Criteria, which British Land is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 March 2015.

WORK DONE

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of British Land's management, including the sustainability team and those with responsibility for sustainability management and group sustainability reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included 4 site visits, selected on the basis of our risk assessment, to understand the key processes and controls for reporting site performance data to the group sustainability team;
- considered the significant estimates and judgements made by management in the preparation of the Selected Information;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to a number of sites to check that data had been appropriately measured, recorded, collated and reported;
- with respect to the developments carbon footprint data disclosed in Fig 11 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; and
- considered the disclosure and presentation of the Selected Information.



INDEPENDENT ASSURANCE

Independent Assurance continued

BRITISH LAND'S RESPONSIBILITIES

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 and reporting the Selected Information based on the Reporting Criteria; and
- the content of the Full Data Report 2015.

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.

This report, including our conclusions, has been prepared solely for the Board of Directors of British Land in accordance with the agreement between us dated 19 January 2015, to assist the Directors in reporting British Land's sustainability performance and activities. We permit this report to be included in the Full Data Report 2015 and disclosed at www.britishland.com/data, to assist the Directors in responding to 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 Board of Directors and British Land for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP
Chartered Accountants
London
11 May 2015

ⁱ The maintenance and integrity of British Land's website is the responsibility of the Board of 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.



FURTHER INFORMATION

For our new 2020 sustainability strategy, how we identify what matters most and how we manage social and environmental issues:

 www.britishland.com/sustainability

For our Summary Sustainability Progress Report 2009-2015:

 www.britishland.com/SustainabilityReport

Social and environmental information is also integrated throughout our Annual Report:

 www.britishland.com/annualreport

CONTACT US

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