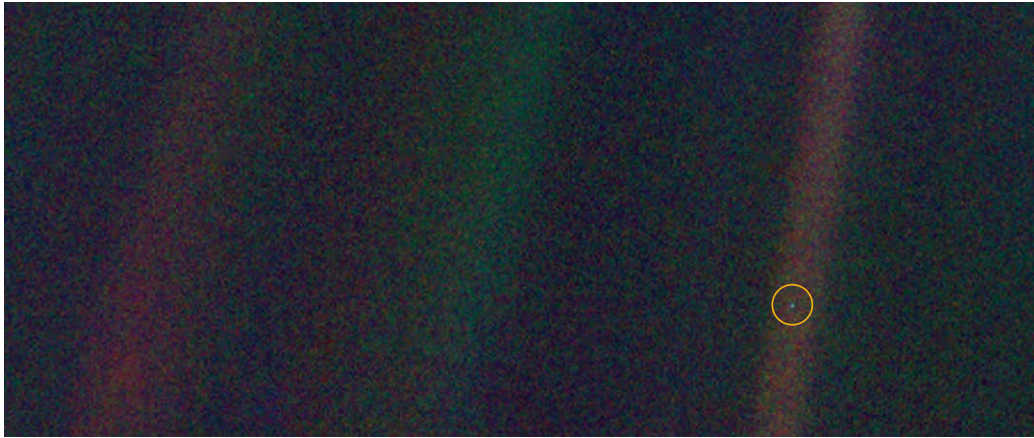


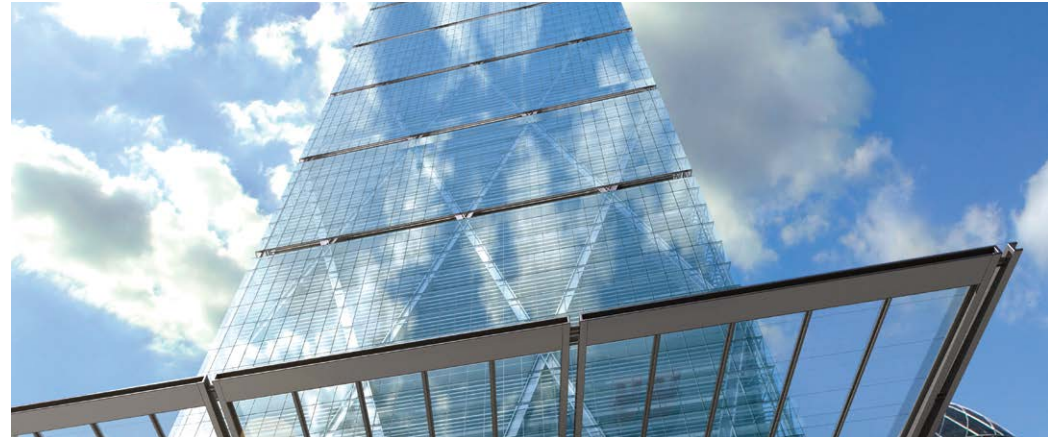
OUR BUSINESS

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The cover of this Report shows a graphic view of the Earth from a distance. This was inspired by the Pale Blue Dot, which is the title of a photograph of the Earth (above) taken in 1990 by the Voyager 1 spacecraft team from about six billion kilometres away, at the request of astronomer Professor Carl Sagan. In his book, *Pale Blue Dot: A Vision of the Human Future in Space*, Professor Sagan described our responsibility to “preserve and cherish the pale blue dot, the only home we’ve ever known”.



We strive to understand our environmental and social responsibilities. We know that we need to continue to challenge our mindset, finding different ways to develop and manage our buildings and public spaces. We recognise that this might not always be easy, but we believe that it’s essential. We also think that we have an opportunity to lead in this challenging area.



Integrated Reporting:

Corporate responsibility information is integrated throughout our Annual Report and Accounts 2013.

www.britishland.com/annualreport

Look for:



Our key performance data is independently assured under the ISAE 3000 standard. www.britishland.com/crassurance



We report to the Global Reporting Initiative B+ standard and EPRA Best Practice Recommendations. We are also a signatory to the UN Global Compact.



As one of Europe's largest Real Estate Investment Trusts, our size and substance demand a responsible approach to business. We believe that developing sustainable buildings, managing them efficiently, helping communities address local priorities and engaging staff helps drive our financial performance. It is also of increasing importance to occupiers and central to our aim of creating environments in which businesses and local communities can thrive.

CHRIS GRIGG
CHIEF EXECUTIVE OF BRITISH LAND



In recent times, we have seen increasing public concern about how businesses operate. The reputation of business is being challenged in a way that it hasn't been for many years, which has implications for us and our supply chain. The way we behave and how we work with our stakeholders is more important than ever. We hope that you find this latest update on our performance and future plans interesting. We welcome your feedback.

ADRIAN PENFOLD
HEAD OF PLANNING AND CORPORATE RESPONSIBILITY
AT BRITISH LAND
adrian.penfold@britishland.com



WHY CORPORATE RESPONSIBILITY MATTERS

THE BIGGER PICTURE



» **Resource shortages and unpredictable climate patterns** pose ever-greater risks to wellbeing and economic stability in developed and developing nations.



» **Public concern** about how businesses operate is leading people to ask questions about **the role of business** in shifting to more sustainable models of consumption and supporting wider societal needs.



» There are local, national and global issues stemming from low **economic growth**, challenges in **accessing employment** and **skills shortages**. Business has a key part to play in responding.

THE BUSINESS PICTURE

Our latest research shows key stakeholders, including occupiers, investors, lenders, Government and our own staff, increasingly want us to lead on operating responsibly, or what we call 'corporate responsibility'.

OUR LEADERSHIP POSITION ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES



SUPPORTS OUR CORPORATE AIM OF BUILDING THE BEST REIT IN EUROPE



ENHANCES OUR REPUTATION



HELPS US MANAGE SOME OF OUR KEY RISKS



DELIVERS VALUE FOR OUR SHAREHOLDERS



SUPPORTS OUR AMBITION TO BE THE PARTNER OF CHOICE for occupiers, local authorities, communities and others



PROTECTS OUR LICENCE TO OPERATE

ABOUT US



OUR BUSINESS MODEL



OUR PORTFOLIO



British Land is one of Europe's largest Real Estate Investment Trusts (REITs) and our vision is to be the best.

We invest in and develop high-quality buildings in prime locations and manage them to a high standard with a focus on occupier needs at every stage.

We take a responsible and collaborative approach to business so we are trusted and valued by stakeholders. Managing our environmental, social and economic impacts is central to how we do business and deliver value to our shareholders.

OUR VALUES

Our approach to doing business is embodied in our values which differentiate us and help make us a business with which people and organisations want to engage.

- » **Integrity**
We do what is right not what is easy.
- » **One team**
Working collaboratively with both internal and external stakeholders.
- » **Excellence**
We are the best we can be and have a growth mindset.
- » **Commercial acumen**
We take the lead in our field.


WHAT IS A REIT?

REITs are property companies that allow people and organisations to invest in commercial property and receive benefits as if they directly owned the properties themselves. The rental income, after costs, is passed directly to shareholders in the form of dividends. In the UK REITs are required to distribute at least 90% of their tax exempt property income to shareholders as dividends.

As a result, over time, a significant proportion of the total return for shareholders is likely to come from dividends. The effect is that taxation is moved from the corporate level to the investor level as investors are liable for tax as if they owned the property directly. British Land became a REIT in January 2007. For more information about REITs: www.britishland.com/REITs



OUR PERFORMANCE



38%
ENERGY SAVINGS

in the last four years, saving occupiers £5.2 million and cutting as much carbon as annual emissions from over 6,000 homes.

INDEPENDENTLY ASSURED


2015 TARGET: 40% LESS [compared to 2009]



95%
OF WASTE DIVERTED FROM LANDFILL

on our developments this year and 90% at our properties.

2015 TARGET: ZERO WASTE TO LANDFILL



4.9
MILLION SQ FT OF BREEAM EXCELLENT SPACE

an area the size of four London Olympic stadiums.

2015 TARGET: 8 OUT OF 10



14,800
PEOPLE BENEFITED FROM OUR COMMUNITY PROGRAMME

this year, through education, employment, training and other initiatives.



7.8 OUT OF 10
CUSTOMER SATISFACTION

with British Land, outperforming the industry average of 5.1.

2015 TARGET: ONE STAR



THE SUNDAY TIMES BEST COMPANIES TO WORK FOR 2013

One Star accreditation.

2015 TARGET: ONE STAR

INDEPENDENTLY ASSURED Where you see this symbol, 2013 data has been assured by PwC. In prior years data was assured by PwC and other providers (see earlier CR Reports). www.britishland.com/crassurance

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

Throughout this Report, 2013 refers to our financial year from 1 April 2012 to 31 March 2013. Similarly, 2012 refers to financial year 2011/12, and 2015 to financial year 2014/15. Where improvements have been made to data accuracy, some data for prior years has been restated.

For our Full Data Report, please visit www.britishland.com/crdata

As we highlight in this Report, this year we have made good progress through our strong relationships with our occupiers, on-site building management teams and development partners. We have also worked more closely with our major suppliers, local people and other partners to understand and address local issues, with a particular focus on training and employment initiatives.

We provide information in this Report on areas we have found challenging. These include reducing water use at our properties, supporting local procurement across our portfolio and encouraging diversity within the property sector.

SUSTAINABILITY INDICES

- » CDP Carbon Disclosure Leadership Index and Performance Leadership Index 2012 – only REIT globally on both.
- » Management Today's Most Admired Companies in Britain 2012 – leading REIT for Community and Environmental Responsibility.
- » Dow Jones Sustainability Index (Europe and World) – listed member.
- » FTSE4Good Index – listed member.
- » Global Real Estate Sustainability Benchmark (GRESB) 2012 – awarded Green Star.
- » EPRA Sustainability Reporting 2012 – awarded Gold.
- » Business in the Community WorkWell Benchmark 2013 – leading UK REIT.

ENVIRONMENTAL AWARDS INCLUDE

- » CIBSE Carbon Champion of the Year and Client Energy Management Award 2013.
- » Property Week Sustainability Achievement Award 2013.
- » Sustainable City Resource Conservation Award 2013.
- » NAREIT Global Recognition Leader in the Light Award 2012.
- » ENDS Green Business Awards for Energy and the Built Environment 2012.
- » Green Apple Environmental Award 2012.

BUSINESS IN THE COMMUNITY AWARDS

- » Arts and Business Award in London 2013.
- » Building Stronger Communities Award in Rotherham 2013.
- » Building Stronger Communities Award (Scotland) in Glasgow 2013.
- » Local Impact Award (Yorkshire and Humber) in Hull 2013.



OUR STRATEGY

OUR SIX CORPORATE STRATEGIC PRIORITIES

01. GROW INCOME	02. GROW VALUE	03. INCREMENTAL VALUE
04. USE SCALE TO OUR ADVANTAGE	05. SPEND WISELY	06. A GREAT PLACE TO WORK

OUR FOUR CORPORATE RESPONSIBILITY FOCUS AREAS

01. MANAGING BUILDINGS EFFICIENTLY	02. DEVELOPING SUSTAINABLE BUILDINGS
03. SUPPORTING COMMUNITIES	04. ENGAGING STAFF

CORPORATE RESPONSIBILITY SUPPORTS OUR CORPORATE STRATEGIC PRIORITIES

Green buildings add value. We design sustainable, flexible buildings and we manage them efficiently.

There are increasing indications to support our view that sustainability, and particularly energy efficiency, [grow income](#) and [grow value](#) in the longer term. We are convinced this will be proven over time. Green buildings are also less at risk of obsolescence, thus further protecting and growing capital value over the medium to long term.

We [spend wisely](#), controlling our costs and those of our occupiers by reducing energy use across our entire like-for-like portfolio by 38% since 2009, cutting carbon emissions by 39,600 tonnes and saving occupiers £5.2 million over the last four years.

We firmly believe that acknowledging and managing our responsibility to wider society helps make us [a great place to work](#).

RIGHT:

Following a comprehensive refurbishment, 199 Bishopsgate has achieved BREEAM Excellent, with 60% more carbon efficient design than the original building.





Our performance on the Dow Jones Sustainability Index is one of our corporate key performance indicators. From 2013, the annual incentive remuneration of all members of our Executive Committee will be linked to our performance on the Dow Jones Sustainability Index.



“Corporate responsibility is absolutely aligned to the way we’re running the business – it’s inextricably linked to our performance and how we drive value.”
LUCINDA BELL
FINANCE DIRECTOR AT BRITISH LAND

Our strong reputation for community engagement makes us more likely to become the partner of choice for local authorities and others.

Our Community Charter work helps us understand local people’s wishes and concerns when managing our properties and considering development opportunities. This means our planning proposals are more likely to be in tune with what local communities want, helping us create incremental value.

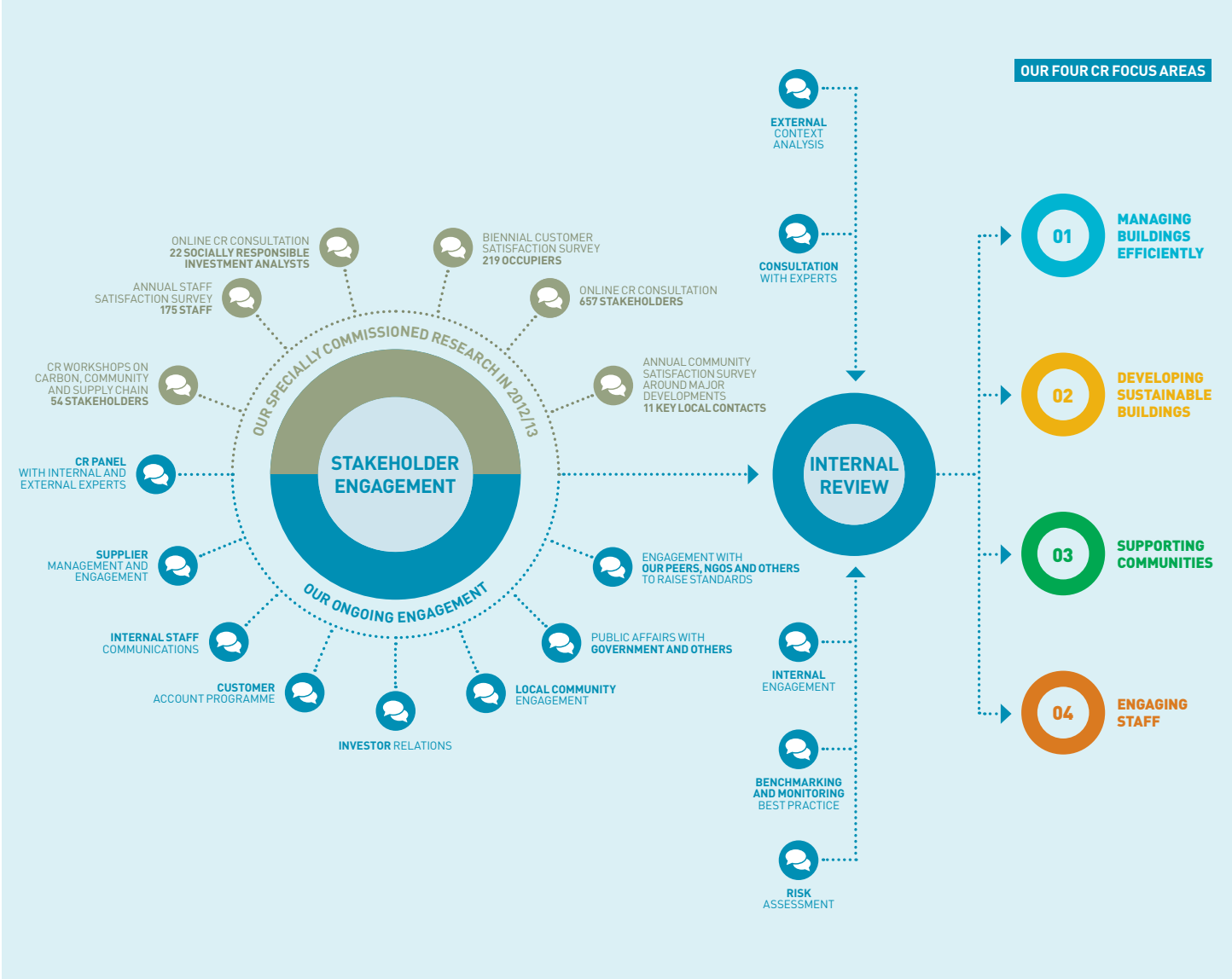
Understanding what is going on in the world around us also helps us make the right decisions as a business. It means we can anticipate what is happening in the market, where things are moving and what regulation might be coming. This enables us to manage our portfolio better.



BELOW:
At Regent’s Place in London’s West End, our long-term community engagement helped us secure outstanding local support for our development plans. In summer 2012, over 100 local schoolchildren created temporary artworks at Regent’s Place, as part of our award-winning community project with Camden School Improvement Service. The pupils took their inspiration from the art and architecture at Regent’s Place. Around 330 primary schoolchildren have taken part in Creative Curriculum since 2007.

WHAT MATTERS MOST?

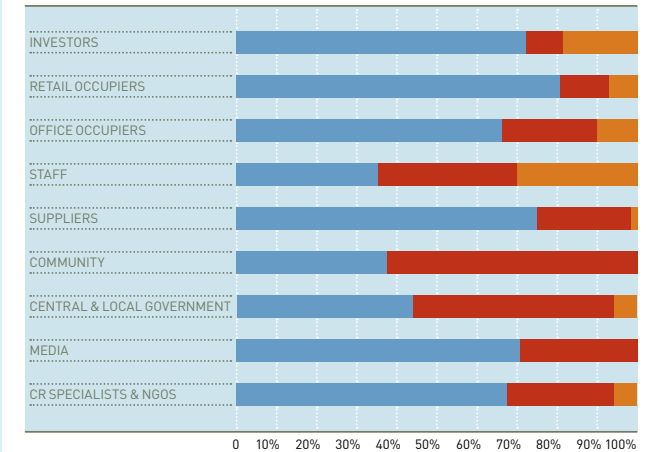
HOW WE IDENTIFY WHAT MATTERS MOST



We aim to be the best at the corporate responsibility issues that matter most to us and our key stakeholders.

ISSUE AREAS FOR OUR STAKEHOLDERS

WHAT ISSUE AREAS DID THEY SAY MATTERED MOST TO THEM?*



* Based on feedback from over 650 stakeholders. For more detail, please see our Stakeholder Engagement Report 2013: www.britishland.com/stakeholders

Risk Assessment:

This year, we have integrated environmental and social factors within the principal risks and uncertainties disclosures in our Annual Report and Accounts.

www.britishland.com/annualreport
Look for: environmental social



As the diagram below shows, there are many issues that matter. We can't do everything everywhere, and so we have to prioritise based on significance to our business and key stakeholders. We have gone through a rigorous process, involving our stakeholders and independent experts, to identify where to focus our efforts. In the coming year, we will use this to review where we will be focusing in the future. We welcome your feedback on how we have prioritised these important external factors and environmental and social topics. If you think we've got it wrong, please let us know.

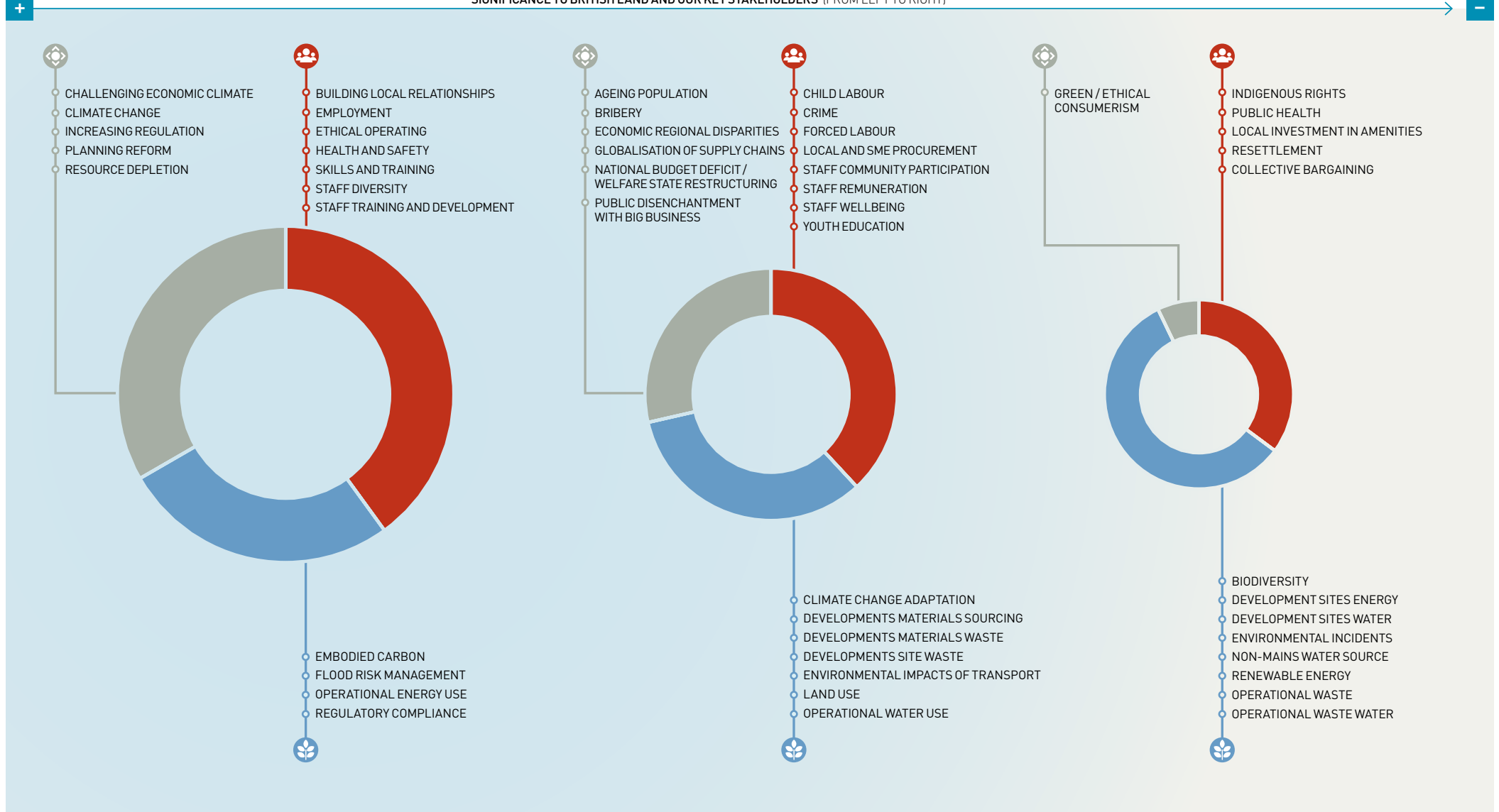
ADRIAN PENFOLD
 HEAD OF PLANNING AND CORPORATE RESPONSIBILITY AT BRITISH LAND
 adrian.penfold@britishland.com



- EXTERNAL
- ENVIRONMENTAL
- SOCIAL

WHAT MATTERS MOST*

SIGNIFICANCE TO BRITISH LAND AND OUR KEY STAKEHOLDERS (FROM LEFT TO RIGHT)



* This diagram reflects our latest assessment, as at 31 March 2013. We will continue to review how we prioritise issues, as we receive further feedback from stakeholders and experts, and as the external environment changes.

OUR IMPACTS

PEOPLE



1 99,000 PEOPLE
WORK AT OUR RETAIL AND OFFICE PROPERTIES EACH YEAR (EMPLOYED BY OUR OCCUPIERS AND SUPPLIERS).

2 32,300 PEOPLE'S JOBS
ARE SUPPORTED BY OUR 2011-2015 DEVELOPMENT PROGRAMME.

3 AROUND 500 PEOPLE
ARE DIRECTLY EMPLOYED BY BRITISH LAND AND OUR WHOLLY OWNED SUBSIDIARIES.

4 14,800 PEOPLE
BENEFITED FROM OUR COMMUNITY PROGRAMME THIS YEAR THROUGH EDUCATION, EMPLOYMENT, TRAINING AND OTHER ACTIVITIES.

PLANET



1 859,400 TONNES OF CARBON
GENERATED THROUGH ENERGY AND WATER USE BY OCCUPIERS IN OUR PROPERTIES THIS YEAR.

2 453,700 TONNES OF EMBODIED CARBON
FROM OUR 2011-2015 DEVELOPMENT PROGRAMME.

3 468,200 TONNES OF WASTE
HANDLED AT OUR PROPERTIES AND DEVELOPMENTS THIS YEAR.

4 663 MILLION LITRES OF WATER
USED BY OCCUPIERS AT OUR PROPERTIES THIS YEAR.

CONTRIBUTIONS



1 £11.7 BILLION
CONTRIBUTED TO THE UK ECONOMY BY OUR OCCUPIERS THROUGH THEIR BUSINESS ACTIVITIES IN OUR PROPERTIES LAST YEAR.*

2 £1.2 BILLION
CONTRIBUTED TO THE UK ECONOMY BY OUR 2011-2015 DEVELOPMENT PROGRAMME.*

3 £850 MILLION
CONTRIBUTED TO THE UK ECONOMY BY BRITISH LAND LAST YEAR.*

4 £121 MILLION
CONTRIBUTED TO THE PUBLIC PURSE BY BRITISH LAND LAST YEAR THROUGH TAXES.

* Gross value added.

We want to have a positive impact where we can – to make a difference.



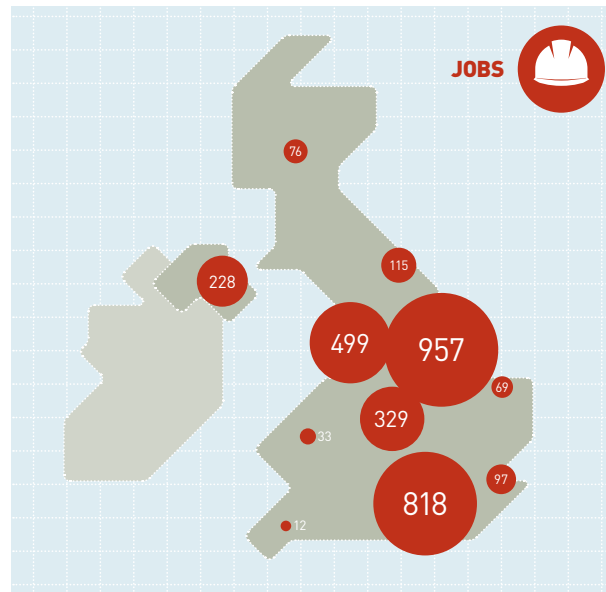
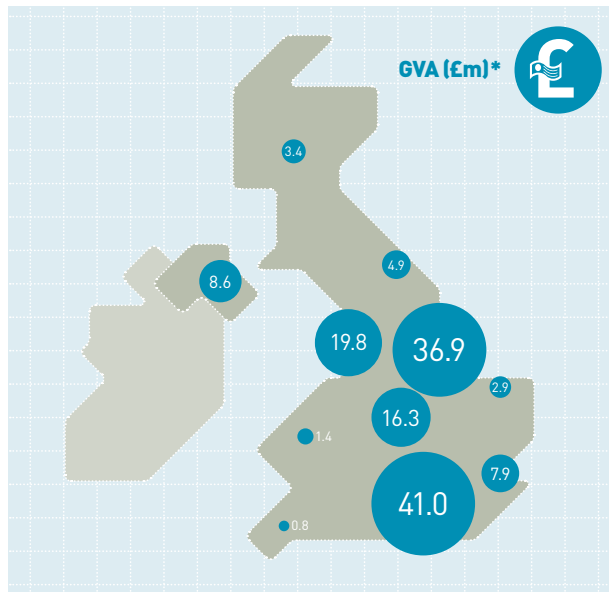
FOCUS ON OUR SOCIO-ECONOMIC CONTRIBUTIONS



LEFT: The development of The Leadenhall Building in the heart of London's insurance district is generating £376 million gross value added and creating jobs for over 9,800 people, including supporting steelworkers and young apprentices in Bolton.

For every £1 million we invest in development we create 31 jobs.

OUR 2011 TO 2015 COMMITTED DEVELOPMENT PROGRAMME HAS AN EFFECT THAT IS FELT IN COMMUNITIES AROUND THE UK



* Gross value added (GVA) provides a snapshot of a company's overall contribution to the UK economy, both directly through its activities and indirectly through its spending. The figures shown above are based on detailed analysis of £740 million of off-site construction expenditure for projects where work had already begun on site. Specific regions could not be identified for £41.7 million of UK contributions and 1,100 jobs. Almost 80% of expenditure was spent in the UK with 11% going to Continental Europe, 6% to China and 4% to the U.S. and other locations.

FIND OUT MORE

The Source Skills Academy Ten Year Review 2013 gives insights into the socio-economic contributions of this retail training centre set up by British Land and Sheffield City Council in 2003. An independent review, funded by British Land, shows The Source has generated an estimated social return on investment of £53.4 million in its first ten years (approximately £3.70 for every £1 invested). This has directly benefited 7,700 people and 1,600 businesses.

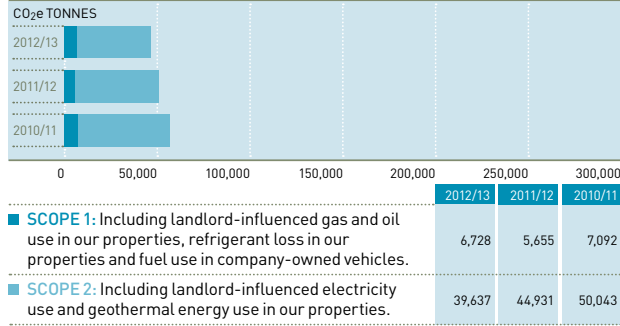
www.britishland.com/TheSource

Our **Socio-Economic Contributions Report 2012** explores how our construction projects help communities around the UK, creating local employment and supporting economic growth. London First and the Greater London Authority are using our work as the basis for a bigger review of development across London.

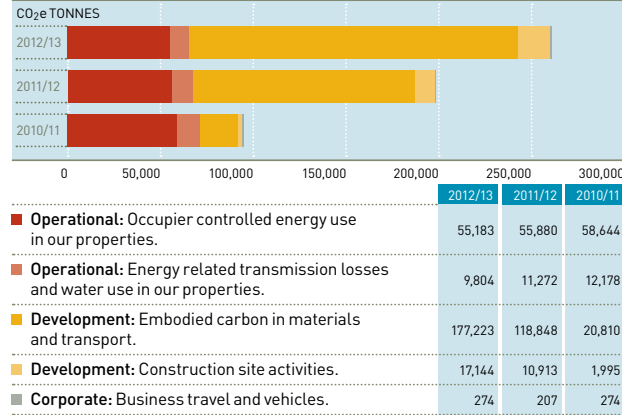
www.britishland.com/contributions

FOCUS ON OUR CARBON FOOTPRINT

WHERE WE HAVE MOST INFLUENCE SCOPE 1 AND 2 EMISSIONS



WHERE WE HAVE LESS INFLUENCE SCOPE 3 EMISSIONS



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

WHERE WE HAVE MOST INFLUENCE

We have been measuring our Scope 1 and 2 emissions (where we have most influence) since 2003 and actively managing them since 2007. As a result, we have achieved significant reductions in absolute emissions and even greater reductions on a normalised basis, cutting like-for-like emissions (Scope 1 and 2) by 33% over the last four years, saving 29,900 tonnes of carbon.

WHERE WE HAVE LESS INFLUENCE

In recent years, we have explored our wider Scope 3 emissions (where we have less influence). We have, for example, commissioned several studies looking at embodied carbon in our developments, publishing this data to improve industry understanding.

OUR TOTAL CARBON FOOTPRINT

This year, we commissioned a review of emissions relating to energy purchased directly by occupiers in our buildings (beyond landlord-influenced energy use)

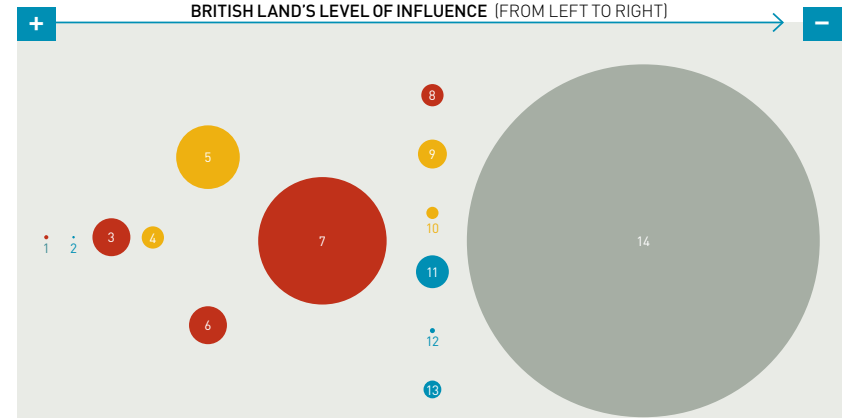
and travel to and from our properties (see influence/scale of all emissions graph). We also held a stakeholder workshop on carbon to explore what they believe we should be focusing on. Investors and other stakeholders indicated they want us to do more to support retailers' efforts to drive energy reductions, and explore the viability of cutting embodied carbon in our developments (see overleaf).

LOOKING FORWARD

This year, alongside our landlord-influenced energy reduction target, we have introduced a new target to cut our Scope 1 and 2 emissions by 40% by 2015, compared to 2009.

Our challenge now is determining the extent to which we can influence reductions in Scope 3 emissions. We know that this is an important area where we need to do more work as part of our wider carbon strategy, which we are reviewing in the coming year.

OUR TOTAL ANNUAL CARBON FOOTPRINT



THE BUBBLE SIZE SHOWS CO₂e TONNES

OPERATIONAL (PROPERTY MANAGEMENT)	CO ₂ e TONNES
1 Energy use and refrigerant loss in British Land's own occupied space	1,048
3 Landlord-influenced energy use, refrigerant loss and water use	55,015
6 Occupier/third-party controlled energy use	55,183
7 Occupier/third-party directly purchased energy use*	748,150
8 Service charges*	20,253
SUB-TOTAL	879,649
DEVELOPMENTS	CO ₂ e TONNES
4 Construction site activities	17,144
5 Embodied carbon in materials and transport	177,223
9 Supply chain*	34,156
10 Professional services including design, finance and legal*	7,966
SUB-TOTAL	236,489
CORPORATE	CO ₂ e TONNES
2 Business travel and vehicles	380
11 Property acquisition – embodied carbon in buildings*	40,356
12 Property acquisition – investment and finance*	526
13 Finance and administrative expenses*	17,105
SUB-TOTAL	58,367
PUBLIC TRAVEL	CO ₂ e TONNES
14 All travel to and from our properties by occupiers and their employees as well as by shoppers and other visitors†	4,970,786
TOTAL	6,145,291


* Additional Scope 3 emissions estimated using Arup's Beacon analysis tool, which assesses Scope 3 emissions by evaluating expenditure.

† Additional Scope 3 emissions estimated by Arup.


For our Full Data Report, please visit www.britishland.com/crdata



ONLY REIT
globally on both the CDP Carbon Disclosure Leadership Index and Performance Leadership 2012.



33% REDUCTION IN EMISSIONS
[Scope 1 and 2] across our like-for-like portfolio since 2009 (heating degree day adjusted).
2015 TARGET: 40% REDUCTION (compared to 2009)



29,900 TONNES LESS CARBON
[Scope 1 and 2] across our like-for-like portfolio over the last four years – as much as annual emissions from 4,600 homes.
2015 TARGET: 40% REDUCTION (compared to 2009)



6.1 MILLION TONNES TOTAL CARBON FOOTPRINT
including occupier energy use, embodied carbon in our developments and estimated emissions, such as travel to and from our properties.

In our Annual Report and Accounts we reported carbon data where we could verify all numbers. In our Corporate Responsibility Report and Full Data Report we are pleased to include additional carbon data estimated using recognised methodologies. We have reported on all emissions required under the Draft Quoted Companies Greenhouse Gas Emissions (Directors' Reports) Regulations 2013, in advance of mandatory carbon reporting from 2014.

For more detail: www.britishland.com/carbon

EMBODIED CARBON
Key stakeholders, including investors and occupiers, want us to set our own targets to cut embodied carbon in new buildings. Focusing on embodied carbon also offers opportunities to drive responsible sourcing of materials and efficient resource use.

WHY EMBODIED CARBON MATTERS
Embodied carbon covers emissions arising from the manufacture of construction materials, their transport to site and their assembly on site. Although the amount varies across different buildings, it tends to comprise at least 30% of total building emissions over a 60-year lifespan. This year, our embodied carbon footprint was 177,200 tonnes, more than three times greater than the annual emissions from landlord-influenced energy use across our entire property portfolio.

IN REVIEW
We have raised awareness of embodied carbon across our supply chain through seminars, and have improved understanding by commissioning studies and sharing the results with others. Our design and construction teams are now focusing on reducing embodied carbon in new structures and façades, as these are the largest sources of embodied carbon and offer the biggest reduction opportunities.



5 BROADGATE
At 5 Broadgate, the team reduced the forecast embodied carbon footprint by 4% compared to the concept baseline. They reduced the amount of steel used in the façade and designed an alternative structural frame solution. Although 4% may sound small, it is equivalent to 3,300 tonnes of carbon – as much as annual carbon emissions from 500 homes (and almost as much as the external lighting demand of our retail park portfolio).

Photograph by Zander Olsen / Make Architects

LOOKING FORWARD
We will continue our efforts to raise awareness, improve understanding, standardise measurement and support the industry. In addition, we are investigating how we can change the scope of works for architects and engineers on major projects to increase their focus on embodied carbon in design. We are also starting to use project-specific reduction targets to encourage design reductions. We will update our Sustainability Brief for Developments to reflect our requirements and recommendations, as we seek to lead the industry on reducing embodied carbon. We will review and publish a revised carbon strategy in the coming year.

FOCUS AREA

01

MANAGING BUILDINGS EFFICIENTLY



DOING THE RIGHT THING

The efforts and achievements of our local teams really add up. Our team at Eastgate Shopping Centre in Basildon has cut energy use by 62% since 2009 – reducing bills for occupiers by £871,200, saving 6,300 tonnes of carbon and contributing towards our significant portfolio-wide reductions.

Behind our reduction headlines are thousands of small actions. At Eastgate, where we have installed a new metering system and monitoring process, the team is proactively managing energy use on a daily basis and makes efficiency a priority when replacing equipment – from major pieces of mechanical and electrical plant to hundreds of lightbulbs throughout the mall.

38% LANDLORD-INFLUENCED ENERGY SAVINGS
 over the last four years across our like-for-like portfolio (heating degree day adjusted).
2015 TARGET: 40% REDUCTION (compared to 2009)

INDEPENDENTLY ASSURED



“

We think that we have the best record in our industry for maximising the energy efficiency of buildings, but we can't be sure. Why? Because there is no generally accepted way to compare landlord energy efficiency between commercial buildings. We are therefore working with the Better Buildings Partnership and others to establish a Landlord Energy Rating, to influence lettings and encourage all landlords to adopt a more proactive approach to tackling energy efficiency.

TIM ROBERTS
 HEAD OF OFFICES AT BRITISH LAND

”

IN REVIEW

We have completed a competitive tender to install automatic meter reading systems at almost 60 retail properties this year. The initial investment will be recovered in less than two years through reduced energy costs. The new systems will provide us with real time energy data and enable us to set up automatic alerts to notify our local managers if energy exceeds a threshold, particularly out-of-hours. They will also improve billing accuracy and save management time on manual meter readings.

Water reductions continue to prove challenging as many of our properties do not have comprehensive water metering. However, we have made progress in this area, for instance carrying out a review of washroom facilities in common parts across our portfolio to identify opportunities to install waterless urinals and water saving taps.



British Land was voted Carbon Champion of the Year and won the Chartered Institution of Building Services Engineers Energy Management Award 2013. We also won the Property Week Sustainability Achievement Award 2013, Sustainable City Resource Conservation Award 2013, NAREIT Global Recognition Leader in the Light Award 2012, ENDS Green Business Energy Award 2012 and a Green Apple Environmental Award 2012.

For our Full Data Report, please visit www.britishland.com/crdata



ABOVE: Teesside Shopping Park in Stockton-on-Tees.

“ Unfortunately, big carbon reductions from the UK’s building stock cannot come only from new stores. We also have to invest in eco solutions for existing buildings. We are pleased to be working with British Land through green leases. And both will benefit, a store with a reduced environmental impact and lower costs is more marketable for landlords and more cost effective for tenants – a genuine win, win.

CLEM CONSTANTINE
DIRECTOR OF PROPERTY AT
MARKS & SPENCER



18% WATER REDUCTIONS
in the last four years, saving 123 million litres of water – as much fluid as 2,100 people drink in a lifetime.



2015 TARGET: 20% REDUCTION (compared to 2009)



£5.4 MILLION SAVINGS
for occupiers over the last four years through energy and water reductions.



RECYCLING IN ACTION

Examples of our successes on waste this year include Broadgate in the City of London, where we introduced a new scheme which has increased recycling to 65% from 49%, and Meadowhall Shopping Centre in Sheffield, where we are working with retailers and a local recycling partner to turn the 150 tonnes of food waste generated each year into compost. In some other areas of the UK, we are hindered by the lack of local waste management facilities. We will, however, continue to focus on reducing waste, increasing recycling rates and diverting waste from landfill.



90% OF WASTE DIVERTED FROM LANDFILL
with almost 30,000 tonnes recycled over the last three years, as much as the weight of 2,000 double decker buses.



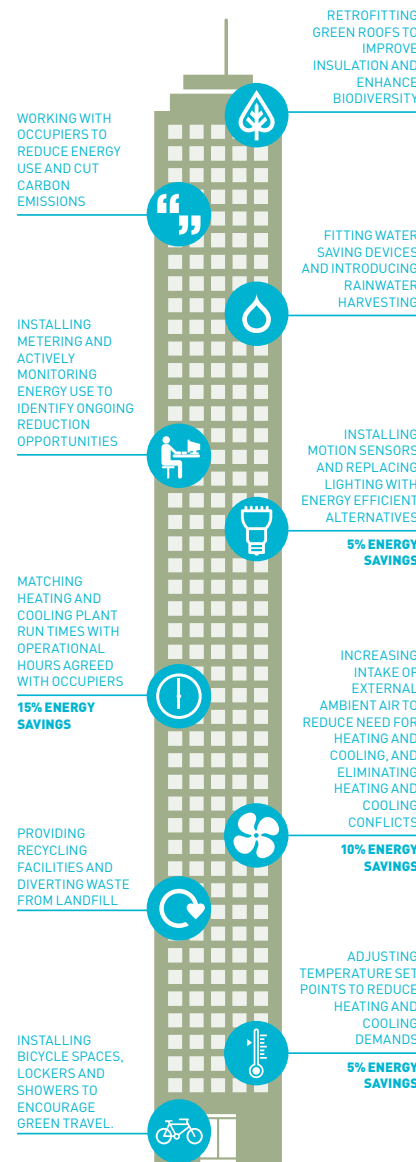
2015 TARGET: ZERO WASTE TO LANDFILL



£1.7 MILLION LANDFILL TAX SAVINGS
through recycling at our properties over the last three years.



£2.7 MILLION INVESTMENT IN SUSTAINABILITY MEASURES
at our properties in the last three years.



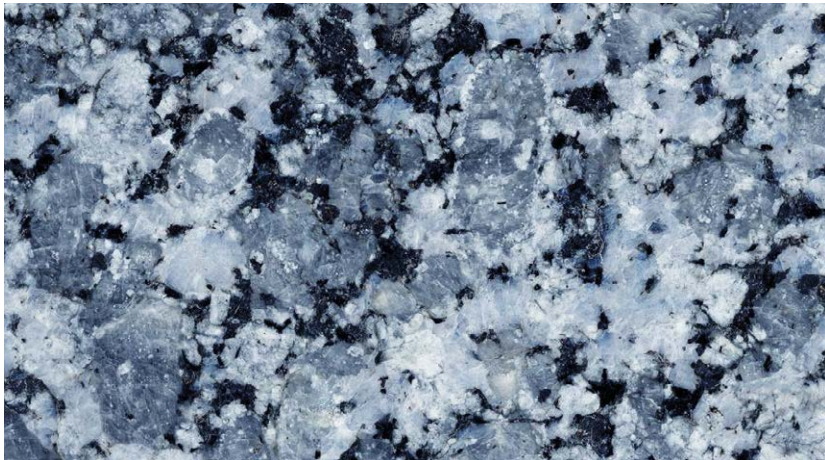
LOOKING FORWARD

We will work more closely with our building management system (BMS) contractors, learning from our experience at properties such as 350 Euston Road, where £17,000 of savings on energy costs were realised by changing BMS settings. We will also recommission mechanical and electrical plant at least every five years, to reflect changing occupational needs, and will continue to engage with occupiers to invest in new equipment, where there is a commercial case. For example, we will be installing energy efficient drives on chillers at Exchange House, after a pilot delivered 50% savings. We also have challenging targets for water reductions and waste management across our portfolio, and will continue to push the boundaries in these areas.

JUSTIN SNOXALL
HEAD OF BUSINESS GROUP AT BRITISH LAND
020 7467 3464
justin.snoxall@britishland.com

FOCUS AREA
02

DEVELOPING SUSTAINABLE BUILDINGS



DOING THE RIGHT THING

Our development supply chain is complex, and our suppliers buy materials and expertise from all over the world on our behalf. We need to ensure that our high environmental, social and ethical standards are applied at every point. Whilst this is a significant responsibility, it is also an opportunity for us to use the scale of our development programme to make a positive difference. The quarry pictured at the top is in Sicily.

At Regent's Place in London's West End, we changed the landscaping design because the quarry for the stone we planned to use could not provide evidence that our ethical requirements were being met. The new Spanish granite was more expensive, but we think that this was a price worth paying. The picture above shows a close up of granite sourced from a Spanish quarry.



4.9
MILLION SQUARE FEET OF BREEAM EXCELLENT SPACE
Over the last four years – an area the size of four London Olympic Stadiums.



We continue to manage a very active development programme and remain committed to the approach set out in our Sustainability Brief for Developments. The results now show around the country. Changes in construction site management, efficient designs for energy and water use, enhanced biodiversity – all benefit the local communities in which we develop.

NIGEL WEBB
HEAD OF DEVELOPMENTS AT BRITISH LAND



IN REVIEW

It was a busy year for development, with 28 projects applying our Sustainability Brief. It has not always been easy to deliver consistently and it is challenging to strike the balance between giving our project teams and suppliers room to innovate, and setting our own prescriptive and demanding standards. However the Brief's impact on over 1,000 suppliers can now be seen in the details of developments like Whiteley, the North East Quadrant at Regent's Place and 199 Bishopsgate.

This is the first year we have seen the results of our Community Charter on developments, with local procurement and employment initiatives on projects like 5 Broadgate and The Leadenhall Building benefiting hundreds of people and businesses.



British Land won the ENDS Green Business Award for the Built Environment 2012, recognising how our Sustainability Brief for Developments is changing suppliers' procurement practices and behaviour.

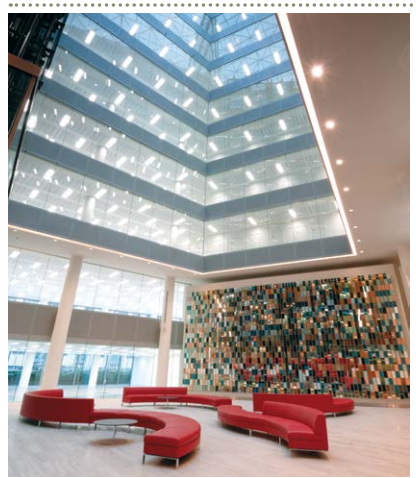


34.4 out of 40 considerate constructor scheme average score (2012: 34.2). Outperforming industry average of 31.7.



All our key construction contractors are accredited through Building Confidence, an industry-wide scheme which audits firms on aspects including health and safety management, environmental controls, ethical standards, employment regulations, quality control and financial management.

For our Full Data Report, please visit www.britishland.com/crdata



“ Sustainability considerations inform all our investment decisions. Choosing Regent's Place as our EMEA headquarters allowed us to achieve the first BREEAM (2008) Excellent fit-out in the UK. ”

LEND LEASE
OCCUPIER AT 20 TRITON STREET

LEFT: 20 Triton Street at Regent's Place in the West End of London.

IN REVIEW continued

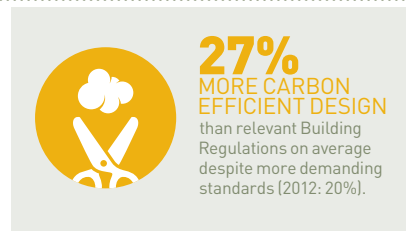
We conducted a review of procurement standards and responsibilities, looking across our supply chain and beyond regulation to identify risks, best practice and areas we need to change.

We continued to require BREEAM Excellent on all major office developments and Very Good or Excellent on major retail developments. We believe this helps our buildings let quicker, and we increasingly hear our customers asking for BREEAM certification as part of quality commercial development.



WHITELEY

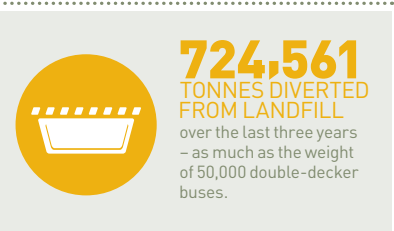
Whiteley in Hampshire is the first UK shopping centre to achieve a BREEAM (2008) Excellent rating. It has photovoltaic panels on most stores to cut carbon emissions, pedestrian and cycle links to encourage green travel, and fit-out efficiency requirements in occupiers' leases. During development, 99.5% of waste was diverted from landfill (112,000 tonnes) and chain of custody certificates were obtained for every significant piece of material used on site. This means all 310m³ of timber (over 1,000 trees) is certified sustainable.



LOOKING FORWARD

In the coming year, we will update our Sustainability Brief for Developments, incorporating lessons learned through recent projects, our responsible procurement review and feedback from suppliers. This will make our requirements clearer and more proportionate to the size of projects, as well as introducing new requirements around embodied carbon, materials sourcing and selecting suppliers. We will use this fourth version of the Brief to sit down with a wide range of suppliers and discuss our approach and goals. We will also focus on our 2015 target to get planning permission for a showcase sustainable building. We want to work with an occupier to further explore the relationship between sustainable development and value.

SARAH CARY
SUSTAINABLE DEVELOPMENTS EXECUTIVE
020 7467 3380
sarah.cary@britishland.com



FOCUS AREA
03

SUPPORTING COMMUNITIES



DOING THE RIGHT THING

Our properties receive 300 million visits each year, support 99,000 jobs and provide important local services and amenities. Together with our teams around the UK we work with local people and community partners to understand and help address local issues, such as education, training and employment.

Rita Hira (pictured above) is one of 11 apprentices British Land has co-funded at Meadowhall Shopping Centre in Sheffield over the last two years. Rita has now gained a full-time position with our team at the Centre. She was supported throughout by the Meadowhall team and The Source Skills Academy, a retail training centre set up by British Land and Sheffield City Council, which celebrated its tenth birthday in 2013.



14,800
PEOPLE

benefited from our community programme through education, training, employment and other initiatives (2012: 19,400).



£1.3
MILLION
COMMUNITY
INVESTMENT

through cash, time and gifts in-kind (2012 £1.1 million).



As well as listening to the requirements of our occupiers, we work with our local communities, engaging with them and supporting them. We often make changes to our development plans based on feedback from local people, as we want to be the best neighbour we can be. Looking to the future, we believe that this will become even more important. Local people are our customers and we want their support.

CHARLES MAUDSLEY
HEAD OF RETAIL AT BRITISH LAND



IN REVIEW

Since launching our Community Charter in 2011, we have made promising progress. We have good levels of community engagement at most major properties and developments. We also have successful partnerships with local and national organisations, including The Prince's Trust, Construction Youth Trust, East London Business Alliance, National Literacy Trust, Rotherham United Sports Trust and LandAid.

We are supporting retail training and apprenticeship programmes in Edinburgh, Hull, Preston, Rotherham and Sheffield, and construction apprenticeships in London. In addition, we have launched an innovative local employment project with the East London Business Alliance, which has engaged 236 local residents and 25 of our suppliers at Broadgate in the City of London. As a result, 23 local jobseekers have already found sustainable employment with our Broadgate supplier partners.

For our Full Data Report, please visit www.britishland.com/crdata



“ Jobs & Business Glasgow has enjoyed a hugely successful partnership with British Land since the very first day of construction at Glasgow Fort – a partnership that has delivered high quality jobs, retail training opportunities and work placements for hundreds of Glasgow residents. ”

COUNCILLOR JONATHAN FINDLAY
CHAIR OF JOBS & BUSINESS GLASGOW

LEFT:
Glasgow Fort Shopping Park.

IN REVIEW continued
Local procurement has been challenging. On our developments, we are writing requirements into tender documents and supporting initiatives such as ‘meet the buyer’ events at Regent’s Place, which have helped upskill local businesses. At our properties, we are updating procurement policies to create local opportunities where possible. We are also looking at opportunities to support small businesses around the UK, encouraging growth.

We use local socio-economic data and community engagement to build action plans that address key local issues. For instance, in Flintshire, where youth unemployment and young people at risk of first offences are important priorities, we worked with local partners including the police force, Youth Justice Service and Airbus Football Club to launch The Prince’s Trust’s Get Started With Football programme.



INSPIRING THROUGH ART
As part of our partnership with Westminster Academy, near our Head Office, we are supporting an exciting art programme. To launch the project, we loaned the school ‘Japanese Screen’ by Michael Craig-Martin, whose former pupils include Damien Hirst and Julian Opie. We also hosted art tours at our Head Office and at Broadgate, our City of London office estate. Other highlights included a trip to Frieze Art Fair in Regent’s Park and a visit to the school by Michael Craig-Martin, who the students quizzed on his views.



BUDDING BRUNELS
Our volunteers and project teams have helped 38 students gain insights into career opportunities in the built environment, through Construction Youth Trust’s Budding Brunels programme. Students from Hackney and Westminster welcomed the chance to meet real estate and construction professionals, and visit some of our major London developments, including 5 Broadgate, Marble Arch House and 39 Victoria Street. Many of the students also gained a nationally recognised qualification through the project.



Well done to our property teams and community partners in Glasgow, Hull, London and Rotherham for winning four Business in the Community Responsible Business Awards 2013.

90
APPRENTICES
are learning while they earn at our assets, supported or part-funded by us and our suppliers (2012: 24).

£20.9
MILLION CONTRIBUTED TO COMMUNITIES
for affordable homes, community facilities, pedestrian links, public spaces and more (2012: £11.6 million).

INDEPENDENTLY ASSURED

64%
PROGRESS
on our Community Charter commitments at our major properties and developments in the first year.

2015 TARGET: 100%



LOOKING FORWARD
We will focus on learning from things that have worked well around our portfolio, such as our Broadgate supply chain pilot with the East London Business Alliance, and training initiatives with The Prince’s Trust. We will particularly target opportunities to make the biggest impacts, working with our supplier partners. We will help our on-site building management teams and development project teams do more to support local people, notably by increasing apprenticeship opportunities. We will also be working more closely with occupiers. For instance, at Teesside Shopping Park we are piloting a scheme with store managers to identify opportunities to increase the impact of our Community Charter across our retail portfolio.

ANNA DEVLET
COMMUNITIES EXECUTIVE AT BRITISH LAND
020 7467 3462
anna.devlet@britishland.com

FOCUS AREA
04

ENGAGING STAFF



DOING THE RIGHT THING

In June 2012, 163 members of our management team and staff took part in our first Community Day, each choosing one of ten different opportunities near our key central London assets. Over 90% of participating staff said that our Community Day had increased their pride in the company and was an effective team

building activity. Some 300 local people also benefited from the day, including students at Westminster Academy, jobseekers in Hackney, elderly residents in Camden and homeless people in south London.

ONE STAR ACCREDITATION
in The Sunday Times Best Companies to Work For 2013 (2012: One Star).

2015 TARGET: ONE STAR



“

The fact that property professionals are mainly white, public school educated blokes needs addressing. There is a convincing amount of evidence from right around the world that businesses succeed better over time if they represent and to some extent ‘mirror’ their stakeholders.

That is why British Land was pleased to be able to help Reading University’s Real Estate Foundation get its ‘Pathways to Property’ programme off the ground. It is tackling the problem at its core. From a standing start it is targeting state schools around the UK and increasing awareness of our sector to help attract students from more diverse backgrounds to attend university and consider real estate as a possible career.

CHRIS GRIGG
CHIEF EXECUTIVE OF BRITISH LAND

”

IN REVIEW


Over 80% of staff completed our annual staff survey through the Sunday Times Best Companies to Work For. Informed by feedback from last year’s survey, we have increased training opportunities and the social committee introduced a wider variety of social events.

We also held a series of focus groups to get staff feedback on opportunities to support gender diversity.


For our Full Data Report, please visit www.britishland.com/crdata




British Land is in the top five FTSE100 companies for reporting wellness and engagement of employees, in the inaugural Business in the Community WorkWell Benchmark.



212 STAFF (FULL TIME EQUIVALENTS)
Our relatively small in-house team makes us different and provides a cost advantage between us and our peers and most other FTSE100 companies.



21% OF STAFF DONATED TO CHARITY
through payroll giving (2012: 2%) – British Land matches 50% of all staff donations.



76% OF OUR STAFF TOOK PART IN COMMUNITY ACTIVITIES
with an increasing focus on skills-based opportunities. (2012: 42%).



7% OF STAFF WORKED FLEXIBLY
balancing their careers with personal commitments (2012: 7%).



IN REVIEW continued
In addition, we expanded our programme of formal and informal staff communications to include more team building initiatives, such as our first Community Day, as well as continuing to hold monthly all-staff meetings, annual company conferences and ad-hoc events with smaller groups. Popular guest speakers this year included former England rugby player and coach, Sir Clive Woodward OBE, and psychologist and author Shawn Achor.




29% OF OUR MANAGEMENT ARE FEMALE
(2012: 26%) and 45% of our employees (2012: 47%).

LOOKING FORWARD
Based on feedback from staff, we are looking at how we can offer more training opportunities in-house, tailoring courses to the Company's needs to further develop our staff and improve our induction process for new starters.

INTERNSHIPS
Sara Basemera, one of 14 exceptional individuals who have joined our internship programme over the last three years to pursue opportunities in strategy, sustainability and records management. The interns, who have all gone on to be successful in their next roles, particularly value spending time with our management team, gaining insights into our sector and receiving career support. In turn, our internship programme helps us attract a wider pool of talent to our sector and brings new enthusiasm and ideas into our business.



21 TRAINING HOURS PER PERSON
including diversity, leadership, team building and personal effectiveness (2012: 14 hours).

Informed by our gender diversity workshops, we are considering further initiatives to support diversity in the workplace and are planning to hold workshops to discuss other areas of diversity.

We will use staff feedback gathered independently through the Sunday Times Best Companies to Work For survey to deliver further improvements in staff engagement through our employee action plan.

CLAIRE BOLSOVER
HUMAN RESOURCES MANAGER AT BRITISH LAND
020 7467 2896
humanresources@britishland.com

CUSTOMER SATISFACTION

“ British Land is best-in-class. They have quality assets and have taken the customer to the heart of their business. I have seen their client focus develop and would highly recommend doing business with them. They are a quality business. ”

FRED KINAHAN
DIRECTOR OF FACILITIES AT
HENDERSON GLOBAL INVESTORS



8.2 OUT OF 10
BRITISH LAND SCORE
for interaction on
environmental issues
as rated by our office
occupiers, ahead of the
industry average of 3.8.



4 PLATINUM
SERVICE CHARGE
MANAGEMENT
AWARDS THIS YEAR
We are the only landlord to
have achieved the Property
Managers Association's
coveted Platinum Award.



97%
OCCUPANCY
across our portfolio,
ahead of the industry
average of 91% (IPD).



8.3 OUT OF 10
IMPORTANCE OF
SUSTAINABILITY
ISSUES
as rated by our office
occupiers (industry
average: 6.5).

“ They are one of the best landlords in the country. They understand the needs of their tenants. They are keen to work with you and if you are not happy they will work to put it right. ”

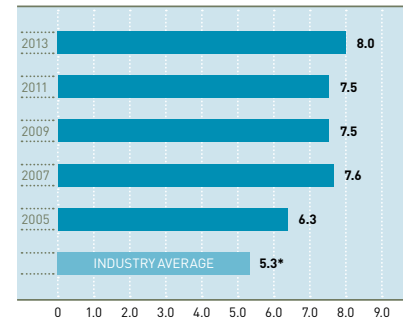
MERNA KENNEDY
PROPERTY MANAGER AT SPORTS DIRECT,
SPEAKING ABOUT BRITISH LAND

Our aim to be the partner of choice for occupiers is central to our business and underpins much of our corporate responsibility work.

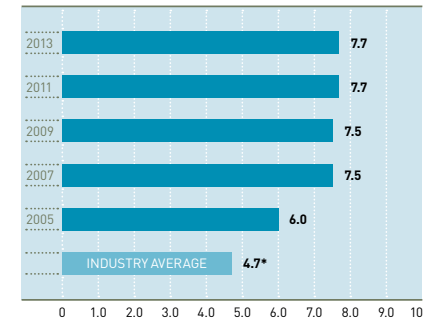
In 2013, the results of our independent occupier survey confirmed that we continue to outperform the industry average for occupier satisfaction. In analysing the findings of our fifth biennial customer survey we looked beyond our property sector peers, to learn from best-in-class customer service companies. This has helped us identify opportunities for further improvements, which we will be developing action plans to address during the coming year.

In addition to our occupier surveys, initiatives to engage with our customers include an active key account programme, proactive participation in industry groups and events, and management and performance monitoring of our managing agents. We are making positive progress in building a brand which sees prospective occupiers choosing our space because it is owned and managed by us.

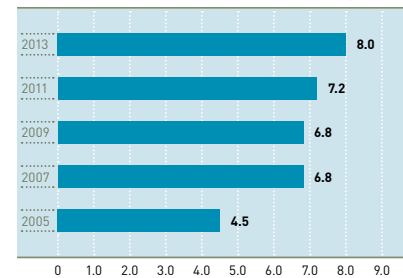
OFFICE OCCUPIER SATISFACTION



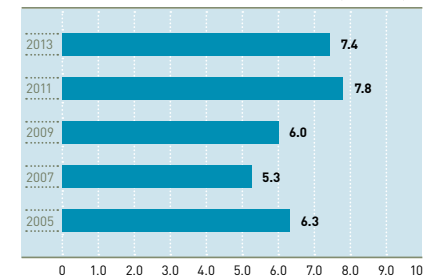
RETAIL OCCUPIER SATISFACTION



SATISFACTION WITH OUR OFFICE PROPERTY MANAGERS (OUT OF 10)



SATISFACTION WITH OUR RETAIL MANAGING AGENTS (OUT OF 10)



* The industry average is based on the Property Industry Alliance's Occupier Satisfaction Survey 2012.

2015 TARGETS

We set challenging long-term targets that we report progress against annually. Our key performance data is assured by PwC.

For our full performance data, please visit our **Full Data Report 2013**: www.britishland.com/crdata

MANAGING BUILDINGS EFFICIENTLY	2013 PROGRESS	SUPPORTING COMMUNITIES	2013 PROGRESS
To achieve 40% less landlord-influenced energy use across our existing portfolio, compared to 2009.	» Since 2009, we have achieved 38% less landlord-influenced energy use across our like-for-like portfolio (heating degree day adjusted), saving occupiers £5.2 million and cutting carbon emissions by 39,600 tonnes.	To implement our Community Charter at all our major properties and developments.	» 64% progress on our Community Charter in the first year. » £20.9 million contributed to communities through the planning process (2012: £11.6 million). » £1.3 million community investment, through cash, time and gifts in-kind (2012: £1.1 million).
Where we take on management responsibility for major new buildings, to achieve 30% less landlord-influenced energy use within five years.	» Since 2011, we have added three properties, achieving 33% reductions in two years (heating degree day adjusted). Since 2012, we have added two properties, achieving 3.5% reductions in one year. Across all five properties, we have achieved cumulative savings of £163,000.		
To send zero managed waste to landfill.	» 90% diverted from landfill at our properties (2012: 87%). £1.7 million landfill tax savings through recycling over the last three years.	ENGAGING STAFF	2013 PROGRESS
To reduce managed water use by 20% for each property type, compared to 2009.	» Since 2009, we have reduced water use across our like-for-like portfolio by 18%, saving occupiers £150,000.	To maintain One Star accreditation in The Sunday Times Best Companies to Work For.*	» One Star accreditation in The Sunday Times Best Companies to Work For (2012: One Star).
		To continue annual appraisals and 360° feedback for all staff, and introduce more regular feedback throughout the year.	» We continued our annual appraisals and 360° feedback for all staff. We also launched a new online system where objectives and training can be updated during the year to enable ongoing discussions with line managers.
DEVELOPING SUSTAINABLE BUILDINGS	2013 PROGRESS	CUSTOMER SATISFACTION	2013 PROGRESS
To get planning permission for a showcase sustainable building.	» We developed a shortlist of projects for the showcase building, where we can push the boundaries of sustainable design, responsible construction, ethical procurement and community engagement.	To score 8.0 out of 10 on customer satisfaction with British Land.†	» In our 2013 independent customer survey our occupiers scored satisfaction with British Land 7.8 out of 10 on average (2011: 7.6), outperforming the industry average of 5.1.
To send zero managed waste to landfill.	» 95% of waste at our developments diverted from landfill, slightly down on 98% last year but an upwards trend from 85% four years ago. Altogether we have diverted 724,561 tonnes from landfill on our developments over the last three years.	To score 8.0 out of 10 on customer satisfaction with our managing agents.†	» In our 2013 independent customer survey our occupiers scored satisfaction with our managing agents 7.6 out of 10 on average (2011: 7.6).
CARBON EMISSIONS	2013 PROGRESS		
To reduce our like-for-like Scope 1 and 2 emissions by 40%, compared to 2009 (new target).	» Since 2009, we have achieved 33% less Scope 1 and 2 emissions across our like-for-like portfolio (heating degree day adjusted), saving 29,900 tonnes of carbon.		

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

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

MANAGEMENT ACTIONS

As we work towards our challenging 2015 targets, we set annual management actions to drive progress.

For more detail, including progress statements, please visit our **Full Data Report 2013:** www.britishland.com/crdata

PROGRESS ON MANAGEMENT ACTIONS FOR 2013

MANAGING BUILDINGS EFFICIENTLY	% COMPLETE
Continue to implement environmental action plans at 27 priority assets.	100%
Work with other landlords through the Better Buildings Partnership to introduce a landlord energy rating scheme to influence letting.	50%
Explore recycling solutions for food waste and implement where feasible.	70%
Pilot ways to optimise water use and continue to work with our development teams on water sub-metering.	70%
DEVELOPING SUSTAINABLE BUILDINGS	% COMPLETE
Develop and get agreement for a business plan for our showcase sustainable building.	50%
Continue to apply our Sustainability Brief for Developments, or an equivalent, to all developments.	90%
Develop and trial a tool to predict energy use in developments to inform leasing discussions.	75%
Review procurement on current developments to drive responsible procurement on future developments.	100%
Work with industry bodies to influence the development of Building Regulations for energy efficiency.	100%
CARBON EMISSIONS	% COMPLETE
Explore ways to extend Scope 3 carbon reporting to include travel to and from our properties by occupants and the public.	100%
Explore ways to extend Scope 3 carbon reporting to include energy use procured directly by occupiers.	100%
SUPPORTING COMMUNITIES	% COMPLETE
Develop and implement community plans at all major properties and developments.	81%
Establish and implement local procurement policies at all major properties and developments.	38%
Implement training, education or local employment schemes at all major properties and developments.	60%
Pilot a supply chain initiative to maximise local employment and apprenticeship opportunities.	100%
ENGAGING STAFF	% COMPLETE
Revise our training programme to reflect our company values and meet our skills and governance requirements.	50%
Reinforce our company values through our recruitment and personal development processes.	70%
Continue to undertake staff surveys every two years.	100%
Develop a new Staff Handbook.	70%
Achieve 50% staff volunteering (up from 42%), focusing on skills-based opportunities.	100%
Improve our induction programme.	30%

NEW MANAGEMENT ACTIONS FOR 2014

MANAGING BUILDINGS EFFICIENTLY
Continue to implement environmental action plans at 27 priority assets.
Continue to work with other landlords through the Better Buildings Partnership to introduce a landlord energy rating scheme to influence letting.
Work with the industry to develop a methodology to enable comparison of energy use between original design assumptions and actual operational performance.
Introduce waterless urinals and more efficient taps across our retail portfolio and pilot a water optimisation process in Exchange House at Broadgate.
DEVELOPING SUSTAINABLE BUILDINGS
Define a showcase sustainable building project and select a location and/or occupier.
Update our Sustainability Brief for Developments.
Continue to apply our Sustainability Brief for Developments to all developments.
Support an industry project which furthers our supply chain understanding of embodied carbon.
CARBON EMISSIONS
Review and publish a revised carbon strategy.
SUPPORTING COMMUNITIES
Develop frameworks for implementation of our Community Charter at assets we intend to develop or acquire.
Improve our understanding of local procurement at our major properties and developments.
Continue to identify training, education and local employment opportunities across the portfolio.
Continue to work with our supply chain and occupiers to identify apprenticeship opportunities.
ENGAGING STAFF
Continue to review and develop our training programme, including offering more training opportunities in-house.
Introduce initiatives to support gender diversity in the workplace and hold workshops to discuss other areas of diversity.
Continue to undertake an annual staff survey.
Publish our new Staff Handbook, making it more accessible for all.
Achieve 80% staff volunteering, with a continued focus on skills-based opportunities.
Continue to improve our induction process.
CUSTOMER SATISFACTION
Develop new customer-focused action plans, informed by feedback from our 2013 occupier survey.
Communicate our 2013 occupier survey results and outline key initiatives to further improve customer satisfaction.

KEY PERFORMANCE INDICATORS

In 2013, we identified a series of key performance indicators that we report on annually. Indicators for *Managing Buildings Efficiently* and *Carbon Emissions* align with EPRA Best Practice Recommendations on sustainability reporting for managed properties. Key performance data is assured by PwC.

For our full performance data, please visit our **Full Data Report 2013: www.britishland.com/crdata**

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

DEVELOPING SUSTAINABLE BUILDINGS [‡]	2012/13	2011/12	2010/11	SCOPE*
% energy efficiency of new developments against relevant Building Regulations.	27%	20%	30%	14/15
% of developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail.	100%	-	-	22/22
Tonnes of waste diverted from landfill.	428,588	196,053	99,920	34/35
Tonnes of waste sent to landfill.	22,070	4,538	5,086	34/35
% of waste diverted from landfill.	95%	98%	95%	34/35
% of waste sent to landfill.	5%	2%	5%	34/35
Considerate Constructor Scheme average score (out of 40).	34.4	34.2	33	17/39
Reportable accident rate per 100,000 hours worked.	0.24	0.35	0.46	34/35
Lost day accident rate per 100,000 hours worked.	0.1	0.14	0.46	34/35

CARBON EMISSIONS [†]	2012/13	2011/12	2010/11	SCOPE*	
EPRA 3.5: Direct (Scope 1) greenhouse gas emissions (tonnes CO ₂ e).	8,035	6,635	8,239	42/45	
EPRA 3.6: Indirect (Scope 2) greenhouse gas emissions (tonnes CO ₂ e).	102,177	110,799	119,833	420/430	
EPRA 3.7: Greenhouse gas intensity from building energy (tonnes CO ₂ e per m ²).	Offices	0.149	0.163	0.169	25/25
	Shopping centres	0.030	0.030	0.033	11/11
	Retail parks	0.005	0.006	0.006	56/56
Greenhouse gas intensity from building energy (tonnes CO ₂ e per workstation or 10,000 visitors).	Offices	1.11	1.30	1.70	25/25
	Shopping centres	0.94	1.15	1.55	11/11
	Retail parks	0.18	0.15	0.14	56/56
Like-for-like carbon emissions (Scope 1 and 2).	23,805	26,865	29,526	62/62	

SUPPORTING COMMUNITIES ^{**}	2012/13	2011/12	2010/11	SCOPE*
% of major assets with community plans.	81%	-	-	49/49
% of major assets with local procurement.	7% strong performance /best practice 76% good start	-	-	48/49
% of major assets with training, education or local employment schemes.	71% strong performance /best practice 22% good start	-	-	47/49
Total number of apprentices at our assets, employed by us or our suppliers.	90	24	-	47/49

ENGAGING STAFF ^{**}	2012/13	2011/12	2010/11	-
Accreditation score in The Sunday Times Best Companies to Work For.	One Star	One Star	-	-
% of staff receiving appraisals.	nr	100%	100%	-
Total days of training provided.	629	407	396	-
Hours of training provided per person.	21	14	17	-
% staff retention.	87%	89%	92%	-
% of staff volunteering in work time.	76%	42%	31%	-

* The Scope column shows number of assets reporting / total number of applicable assets.

† As per EPRA Best Practice Recommendations, total energy and water data covers energy and water 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.

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

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

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



Head Office and Registered Office

York House 45 Seymour Street
London W1H 7LX
Tel: +44 (0) 20 7486 4466
Fax: +44 (0)20 7935 5552

Contact us

We hope you find this latest update on our performance and future plans interesting. We welcome your feedback: cr@britishland.com

Want to know more?

For more information on initiatives across our portfolio, governance, policies and news: www.britishland.com/responsibility

For our detailed corporate responsibility data:
www.britishland.com/crdata

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