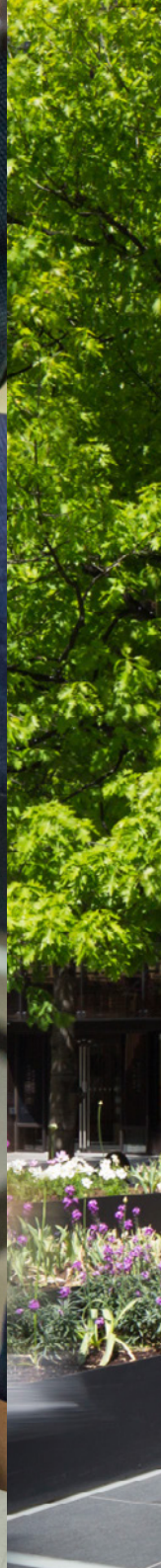




# *Sustainability Accounts 2018*

Places People Prefer



# Welcome to our Sustainability Accounts 2018

Here you can find sustainability performance data requested by our stakeholders and investor indices.

For the primary reporting on our sustainability progress, see our Annual Report and Accounts 2018:

[www.britishland.com/annualreport](http://www.britishland.com/annualreport)

We integrate economic, social and environmental information into our Annual Report and Accounts, in line with the International Integrated Reporting Framework. This reflects how sustainability is integrated into our placemaking strategy, governance and business operations.

For more on our sustainability strategy, including progress on our 2020 targets:

[www.britishland.com/sustainability](http://www.britishland.com/sustainability)

## Our Sustainability Accounts 2018

- **Performance data:** Material data on each of our sustainability strategy focus areas: Wellbeing, Community, Futureproofing, and Skills and opportunity.
- **Reporting criteria:** Detail on how performance data has been calculated.
- **EPRA Index:** This year the European Public Real Estate Association (EPRA) expanded its best practice recommendations for sustainability reporting to include social and governance performance measures, as well as environmental. We are pleased to provide environmental and social data in this Report. For information on governance measures, please see the Governance and Remuneration section of British Land's Annual Report and Accounts 2018.
- **Independent Assurance:** Where you see **(A)** PwC has independently assured 2018 total data, in accordance with ISAE 3000 (Revised) and ISAE 3410. We have been getting selected data independently assured for more than a decade (see earlier Reports).

# Our sustainability strategy

Aligned to the corporate strategy, our sustainability strategy is built around four focus areas, which address major social, economic and environmental trends to create value for our stakeholders and the business.

We have prioritised our reporting based on what's most material to our stakeholders and business.

## Customer orientation



### Wellbeing

Create places that promote health, improve productivity and increase enjoyment

### Customers

Occupiers and people at our places

## Right places



### Community

Make a positive contribution locally and behave so our places are considered part of their local community

### Communities

Local people and organisations

## Capital efficiency



### Futureproofing

Protect and enhance asset value through environmental stewardship, including energy generation and efficiency, materials innovation and flood risk reduction

### Shareholders

Investors and co-investors

## Expert people



### Skills and opportunity

Develop skills and opportunities to help local people and businesses grow

### Partners

Local authorities, suppliers and employees

# Performance data 2018

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## Performance overview



We report on all assets where we have day-to-day operational or management influence (our managed portfolio) and all developments over £300,000 with planning permission, on site or completed in the year. The exception is EPC and flood risk data, where we report on all assets under management. As at 31 March 2018, our managed portfolio comprises 73% of our assets under management. Please see the scope column for indicator-specific reporting coverage.

Selected data has been independently assured since 2007. '2018' refers to our financial year from 1 April 2017 to 31 March 2018. The same approach applies for previous years.

Where accuracy improvements have been made, some earlier data has been restated: [Reporting Criteria](#).

Fig. 1 Overview

Focus	Performance indicator	2020 target <sup>1</sup>	2018	2017	2016	Scope	
<b>Overall</b>	Continued inclusion in three out of four sustainability indices: DJSI Europe, DJSI World, FTSE4Good and GRESB		4/4	4/4	4/4	-	
	Progress implementing Sustainability Action Plans at strategic assets		72%	nr	nr	47/47	
	Major developments on track to implement Sustainability Brief		100%	nr	nr	17/17	
 <b>Wellbeing</b>	Deliver a WELL certified commercial office to shell and core, and set corporate policy for future developments	Deliver	On track	On track	Target established	-	
	Develop and pilot retail wellbeing specification	Deliver	In progress	On track	Target established	-	
	Increase the sense of wellbeing for shoppers, retailers and occupiers at our places	Increase	On track	On track	Baseline established	-	
	Define and trial a methodology for measuring productivity in offices	Deliver	Completed	On track	Target established	-	
	Research and publish on how development design impacts public health outcomes	Deliver	On track	On track	Target established	-	
	Pilot interventions to improve local air quality	3	Target established	n/a	n/a	-	
	Injury Incidence Rate (RIDDOR)	Offices		12.88	23.51	18.85	43/43
		Retail		0.01	0.01	0.01	58/58
	Injury Frequency Rate (RIDDOR)	Developments		0.13	0.08	0.14	38/38
	 <b>Community</b>	Implement our Local Charter at key assets and major developments	100%	Charter updated	Target established	n/a	-
British Land employee skills-based volunteering		20%	16%	16%	16%	-	
British Land employee volunteering		90%	79%	90%	84%	-	
Community programme beneficiaries			39,798	35,600	29,482	-	

Focus	Performance indicator	2020 target <sup>1</sup>	2018	2017	2016	Scope	
 Futureproofing	Developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail	100%	92%	100%	82%	16/16	
	Carbon (Scopes 1 and 2) intensity reduction versus 2009 (index scored)	55%	54%	44%	40%	70/73	
	Landlord energy intensity reduction versus 2009 (index scored)	55%	40%	35%	38%	70/73	
	Electricity purchased from renewable sources	100%	97%	93%	n/a	94/105	
	Average reduction in embodied carbon emissions versus concept design on major developments	15%	nr	nr	nr	-	
	Waste diverted from landfill: managed properties and developments	100%	99%	98%	98%	105/125	
	Portfolio with green building ratings (% by floor area)		18%	16%	nr	234/234	
	Energy Performance Certificates rated F or G (% by floor area)		5%	4%	nr	2558/2660	
	Portfolio at high risk of flood (% by value)		3%	3%	5%	230/234	
	High flood risk assets with flood management plans (% by value)		100%	nr	nr	15/15	
 Skills and opportunity	People supported into employment (cumulative)	1,700	770	542	267	-	
	Strategic suppliers agreed with terms of our Supplier Code of Conduct	100%	Code launched	n/a	n/a	-	
	Prioritised supplier workforce who are apprentices	3%	1.2%	nr <sup>2</sup>	nr	209/232	
	Pilot a Living Wage Zone at a London campus	Deliver	-	-	-	-	
	Workforce paid at least Living Wage Foundation rate	Group employees	100%	100%	100%	100%	-
		Supplier workforce at managed properties		70%	72%	72%	92/101
	Developments supply chain spend within 25 miles			71%	60%	60%	11/12

<sup>1</sup> Informed by a rigorous materiality review, we have introduced new 2020 targets for air quality, employment, fair wages and renewable electricity to increase focus on priority issues. For more information on changes to our targets and detail on performance, see [www.britishland.com/sustainability/performance/targets](http://www.britishland.com/sustainability/performance/targets)

<sup>2</sup> 2017 pilot study data is not comparable and so is not reported.

# Wellbeing

## Sense of wellbeing

Fig. 2 Shopper, retailer and occupier wellbeing scores\*

	2018	2017	2016
<b>Retail</b>			
Shopper perception of wellbeing (%)	83%	84%	80%
Shopper rating of facilities (%)	57%	58%	50%
Retailer sense of belonging at our places (out of 10)	nr	7.7	nr
Retailer satisfaction with public realm (out of 10)	nr	7.8	nr
Retailer satisfaction with enlivenment (out of 10)	nr	7.4	nr
Retailer satisfaction with customer service and hospitality from our centre teams (out of 10)	nr	8.6	nr
<b>Offices</b>			
Occupier sense of memorable experience at our places (out of 10)	nr	8.2	nr
Occupier perception of productivity (%)	nr	74%	nr
Occupier sense of pride in office space (%)	nr	89%	nr

\* Retailer and occupier scores are reported biennially

## Biodiversity

Fig. 3 Biodiversity - developments

	2018	2017	2016
Sites with net improvements in biodiversity, achieved or on track (%)	94%	87%	83%
Habitats protected, restored or created (m <sup>2</sup> )	544	1,376	1,572
<i>Scope (development projects)</i>	<i>16/16</i>	<i>15/15</i>	<i>18/26</i>

## Health and safety

Fig. 4 Accidents - managed portfolio and corporate

(A) Assurance covers total 2018 data and 2018 RIDDOR Injury Incidence Rates.

	Reportable fatal, non-fatal lost day or RIDDOR incidents at our managed properties									Injury Incidence Rate (RIDDOR)		
	2018			2017			2016			2018	2017	2016
	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences			
<b>Managed portfolio</b>												
Offices	0	4	0	0	8	0	0	6	1	12.88	23.51	18.85
Retail	0	30	0	0	22	0	0	23	0	0.01	0.01	0.01
Residential	0	0	0	0	0	0	0	0	0	nr	n/a	n/a
<b>Sub-total</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>1</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<i>Scope (managed properties)</i>	<i>113/113</i>	<i>113/113</i>	<i>113/113</i>	<i>112/112</i>	<i>112/112</i>	<i>112/112</i>	<i>107/107</i>	<i>107/107</i>	<i>107/107</i>	<i>101/101</i>	<i>104/104</i>	<i>101/101</i>
<b>Corporate</b>												
Group offices	0	0	0	0	0	0	0	0	0	0	0	0
<b>Overall</b>												
<b>Total</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>1</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

Corporate	Injury Frequency Rate
	2018
Group offices	0



## Health and safety continued

Fig. 5 Accidents - developments

(A) Assurance covers 2018 data only.

	2018	2017	2016
Injury Frequency Rate (RIDDOR)	0.13	0.08	0.14
Total job-related fatal accidents	0	0	0
Total job-related lost-day or reportable non-fatal accidents	3	2	3
<i>Scope (development projects)</i>	<i>38/38</i>	<i>39/44</i>	<i>39/42</i>

Fig. 6 Health and safety - compliance

	2018	2017	2016
<b>Managed portfolio (OHSAS 18001)</b>			
Proportion subject to health and safety review	100%	100%	100%
Proportion with 90% of all identified risks deemed to be under control at annual risk assessment	92%	95%	94%
Proportion of uncontrolled risks resolved within documented timeframe	97.9%	99.4%	99.6%
Total health and safety incidents of non-compliance	-	nr	nr
<i>Scope (managed properties)</i>	<i>113/113</i>	<i>112/112</i>	<i>107/107</i>

### Developments

Total health and safety incidents of non-compliance	-	-	1
<i>Scope (development projects)</i>	<i>38/38</i>	<i>39/44</i>	<i>39/42</i>

### Corporate (OHSAS 18001)

Proportion of uncontrolled risks resolved within documented timeframe at British Land offices	98%	100%	86%
Proportion of uncontrolled risks resolved within documented timeframe at Broadgate Estates offices	100%	100%	83%

## Health and safety continued

Fig. 7 Lost working days

	Lost day rate			Absentee rate	
	2018	2018	2017	2016	
<b>British Land</b>					
Male	0%	0.3%	0.1%	0.4%	
Female	0%	0.5%	1%	2%	
All	0%	0.4%	1%	1%	
<b>Broadgate Estates</b>					
Male	0%	1%	1%	1%	
Female	0%	2%	1%	2%	
All	0%	1%	1%	1%	
<b>Group total</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	

# Community

## Volunteering

Fig. 8 British Land employee and key supplier volunteering

	2018	2017	2016
<b>British Land employees</b>			
Volunteering (%)	79%	90%	84%
Volunteering (hours)	2,422	2,726	2,658
Skills-based volunteering (%)	16%	16%	16%
Time spent supporting charitable and community causes (average number of hours per person)	9.7	11.7	10.1
<b>Key suppliers</b>			
Volunteering (hours)	5,359	5,351	5,439

## Contributions and investment

Fig. 9 Community investment (LBG)

	Direct community investment (£)			Leveraged community investment (£)		
	2018	2017	2016	2018	2017	2016
Cash	1,687,447	1,351,303	1,371,044	720,545	922,302	1,901,936
British Land employee time (direct) / Key supplier workforce time (leveraged)	203,654	250,596	251,470	126,792	149,312	153,642
In-kind (e.g. space)	204,167	42,055	57,488	-	-	-
<b>Sub-total</b>	<b>2,095,286</b>	<b>1,643,954</b>	<b>1,680,002</b>	<b>847,337</b>	<b>1,071,614</b>	<b>2,055,578</b>
Management costs	582,156	447,225	605,579	-	-	-
<b>Total</b>	<b>2,677,442</b>	<b>2,091,179</b>	<b>2,285,581</b>	<b>847,337</b>	<b>1,071,614</b>	<b>2,055,578</b>

## Contributions and investment continued

Fig. 10 Community programme beneficiaries

	No. of individual beneficiaries		
	2018	2017	2016
Education	19,602	20,742	14,513
Employment and training	512	758	452
Wellbeing, culture and leisure	19,684	14,100	14,517
<b>Total</b>	<b>39,798</b>	<b>35,600</b>	<b>29,482</b>

Fig. 11 Community contributions through planning and development

	£m		
	2018	2017	2016
Community contributions through planning and development*	3	17	32
<i>Scope (development projects)</i>	<i>5/5</i>	<i>30/31</i>	<i>41/41</i>

\* This spend is associated with planning consents. Our development activity varies significantly from year to year and so this figure may fluctuate.

## Considerate Constructors

Fig. 12 Considerate Constructors Scheme

	2018	2017	2016
Average scores (out of 50)	36.9	36.7	37.3
<i>Scope (development projects)</i>	<i>31/31</i>	<i>32/44</i>	<i>25/25</i>

# Futureproofing

## Building certifications

Fig. 13 Sustainability ratings

(A) Assurance covers total proportion of 2018 data by floor area.

Developments - Sustainability ratings (on track to achieve)	2018		2017	
	Total floor area (m <sup>2</sup> )	Proportion	Total floor area (m <sup>2</sup> )	Proportion
BREEAM Outstanding	-	-	-	-
BREEAM Excellent	221,910	61%	116,309	52%
BREEAM Very Good	110,677	30%	26,654	12%
BREEAM Good	-	-	-	-
BREEAM Pass	-	-	-	-
Code for Sustainable Homes Level 4	31,730	9%	80,975	36%
<b>Total</b>	<b>364,318</b>	<b>100%</b>	<b>223,939</b>	<b>100%</b>
<i>Scope (development projects)</i>	<i>21/21</i>	<i>21/21</i>	<i>16/16</i>	<i>16/16</i>
BREEAM Excellent for Offices and Excellent or Very Good for Retail	296,078	92%	139,184	100%
<i>Scope (development projects)</i>	<i>16/16</i>	<i>16/16</i>	<i>11/11</i>	<i>11/11</i>
<b>Assets - Sustainability ratings</b>				
BREEAM Outstanding	2,429	0%	2,429	0%
BREEAM Excellent	356,481	15%	376,622	14%
BREEAM Very Good	44,233	2%	32,461	1%
BREEAM Good	4,214	0%	10,677	0%
BREEAM Pass	3,716	0%	-	-
Code for Sustainable Homes Level 4	1,236	0%	14,298	1%
<b>Total</b>	<b>412,309</b>	<b>18%</b>	<b>436,487</b>	<b>16%</b>
<i>Scope (assets under management)</i>	<i>234/234</i>	<i>234/234</i>	<i>259/259</i>	<i>259/259</i>

## Building certifications continued

Fig. 14 Energy Performance Certificates (EPC)

	2018	2017
<b>Proportion by floor area</b>		
Proportion of portfolio A or B rated	23%	25%
Proportion of portfolio F or G rated	5%	4%
<i>Scope (assets under management - unit level)</i>	2558/2660	2296/2389

Fig. 15 ISO 14001 certification

	2018
<b>Proportion by floor area</b>	
Major developments	100%
<i>Scope (development projects)</i>	17/17

## Financial

Fig. 16 Energy efficiency investment and savings

(A) Assurance covers 2018 savings and total 2018 investment data only; £2.8m of gross savings and £0.7m of investment.

	Investment (2012 to 2018)			Savings (2012 to 2018)			Scope (managed portfolio)
	Asset level	Corporate	Total	Gross	Net	Resource	
	£m			£m			MWh
<b>Energy use</b>							
Landlord energy	£7	£1	£8	£14	£6	£145,451	72/73

## Carbon emissions

Fig. 17 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers 2018 data for overall total Scope 1, Scope 2 (location and market based) and Scope 3 only.

	Tonnes CO <sub>2</sub> e															
	2018					Change: 2016 to 2018	2017					2016				
	Direct	Indirect		Indirect	Total (location based)		Direct	Indirect		Indirect	Total (location based)	Direct	Indirect		Indirect	Total (location based)
	Scope 1	Scope 2		Scope 3			Scope 1	Scope 2		Scope 3		Scope 1	Scope 2		Scope 3	
	Location based	Market based				Location based	Market based				Location based	Market based				
<b>Managed portfolio</b>																
<b>Landlord obtained energy use</b>																
Offices: common parts and shared services	6,216	19,356	430	6,544	<b>32,115</b>	-26%	6,875	25,546	426	7,756	<b>40,177</b>	6,747	28,612	26,282	8,254	<b>43,613</b>
Offices: direct use in occupier space	-	-	-	36,596	<b>36,596</b>	-27%	-	-	-	45,349	<b>45,349</b>	-	-	-	50,291	<b>50,291</b>
Retail: common parts	522	7,244	1,445	2,234	<b>9,999</b>	-18%	365	7,809	6,204	2,037	<b>10,210</b>	418	9,433	9,827	2,365	<b>12,216</b>
Retail: direct use in occupier space	-	-	-	1,404	<b>1,404</b>	48%	-	-	-	1,245	<b>1,245</b>	-	-	-	948	<b>948</b>
Residential: common parts	-	34	-	9	<b>43</b>	-26%	-	22	-	4	<b>25</b>	-	47	48	11	<b>58</b>
Residential: direct use in occupier space	-	-	-	63	<b>63</b>	-	-	-	-	-	<b>-</b>	-	-	-	-	<b>-</b>
All property types: refrigerant loss	66	-	-	-	<b>66</b>	-90%	261	-	-	-	<b>261</b>	644	-	-	-	<b>644</b>
All property types: on-site vehicles	164	-	-	38	<b>202</b>	40%	108	-	-	22	<b>130</b>	119	-	-	26	<b>144</b>
<b>Sub-total</b>	<b>6,967</b>	<b>26,633</b>	<b>1,875</b>	<b>46,888</b>	<b>80,488</b>	<b>-25%</b>	<b>7,609</b>	<b>33,377</b>	<b>6,630</b>	<b>56,412</b>	<b>97,397</b>	<b>7,927</b>	<b>38,092</b>	<b>36,157</b>	<b>61,895</b>	<b>107,914</b>
<b>Landlord obtained water use</b>																
All property types	-	-	-	219	<b>219</b>	2%	-	-	-	224	<b>224</b>	-	-	-	216	<b>216</b>
<b>Waste disposal</b>																
All property types	-	-	-	437	<b>437</b>	n/a	-	-	-	440	<b>440</b>	-	-	-	nr	<b>nr</b>
<b>Sub-total</b>	<b>6,967</b>	<b>26,633</b>	<b>1,875</b>	<b>47,543</b>	<b>81,144</b>		<b>7,609</b>	<b>33,377</b>	<b>6,630</b>	<b>57,077</b>	<b>98,062</b>	<b>7,927</b>	<b>38,092</b>	<b>36,157</b>	<b>62,111</b>	<b>108,130</b>
<i>Scope (managed properties)</i>					<i>102/113</i>						<i>98/112</i>					<i>97/109</i>
<b>Developments</b>																
Embodied carbon: materials	-	-	-	33,126	<b>33,126</b>	-43%	-	-	-	3,530	<b>3,530</b>	-	-	-	57,788	<b>57,788</b>
<i>Scope (development projects)</i>					<i>3/3</i>						<i>2/2</i>					<i>4/9</i>
<b>Corporate</b>																
Group offices: energy use	-	668	-	180	<b>848</b>	10%	-	772	-	142	<b>915</b>	-	618	577	151	<b>769</b>
British Land business travel	-	-	-	-	<b>-</b>	-	-	-	-	nr	<b>-</b>	-	-	-	197	<b>197</b>
<b>Overall</b>																
<b>Total</b>	<b>6,967</b>	<b>27,301</b>	<b>1,875</b>	<b>80,849</b>	<b>115,118</b>	<b>-31%</b>	<b>7,609</b>	<b>34,149</b>	<b>6,630</b>	<b>60,749</b>	<b>102,507</b>	<b>7,927</b>	<b>38,710</b>	<b>36,734</b>	<b>120,247</b>	<b>166,884</b>

## Carbon emissions continued

Fig. 18 Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers total 2018 managed portfolio data only.

	Tonnes CO <sub>2</sub> e											
	Direct (Scope 1)			Indirect (Scope 2)			Indirect (Scope 3)			Total		
	2018	Change: 2017 to 2018	2017	2018	Change: 2017 to 2018	2017	2018	Change: 2017 to 2018	2017	2018	Change: 2017 to 2018	2017
<b>Managed Portfolio</b>												
<b>Landlord obtained energy use</b>												
Offices: common parts and shared services	4,568	5%	4,343	16,638	-16%	19,730	5,149	-11%	5,796	26,356	-12%	29,869
Offices: direct use in occupier space	-	-	-	-	-	-	34,175	-16%	40,460	34,175	-16%	40,460
Retail: common parts	511	40%	366	6,801	-13%	7,798	2,105	2%	2,067	9,417	-8%	10,230
Retail: direct use in occupier space	-	-	-	-	-	-	1,305	2%	1,273	1,305	2%	1,273
Residential: common parts	-	-	-	17	-22%	22	5	-18%	6	22	-21%	27
Residential: direct use in occupier space	-	-	-	-	-	-	-	-	-	-	-	-
All property types: refrigerant loss	66	-75%	261	-	-	-	-	-	-	66	-75%	261
All property types: on-site vehicles	137	22%	112	-	-	-	32	38%	23	169	25%	136
<b>Sub-total</b>	<b>5,282</b>	<b>4%</b>	<b>5,083</b>	<b>23,457</b>	<b>-15%</b>	<b>27,549</b>	<b>42,770</b>	<b>-14%</b>	<b>49,625</b>	<b>71,508</b>	<b>-13%</b>	<b>82,257</b>
<b>Landlord obtained water use</b>												
All property types	-	-	-	-	-	-	178	1%	176	178	1%	176
<b>Waste disposal</b>												
All property types	-	-	-	-	-	-	374	-4%	388	374	-4%	388
<b>Total</b>	<b>5,282</b>	<b>4%</b>	<b>5,083</b>	<b>23,457</b>	<b>-15%</b>	<b>27,549</b>	<b>43,322</b>	<b>-14%</b>	<b>50,189</b>	<b>72,060</b>	<b>-13%</b>	<b>82,821</b>
<i>Scope (managed properties)</i>	<i>42/43</i>		<i>42/43</i>	<i>80/81</i>		<i>80/81</i>	<i>80/81</i>		<i>80/81</i>	<i>80/81</i>		<i>80/81</i>



## Carbon emissions continued

Fig. 19 Additional estimated Scope 3 footprint

	2015*
	Tonnes CO <sub>2</sub> e
<b>Managed and single-let properties</b>	
Retail: visitor travel	2,770,585
Energy: occupier/third party procured	584,222
Offices: visitor travel	137,751
Offices: service charges	14,517
Retail: service charges	6,612
Residential: visitor travel	6,567
Residential: service charges	136
<b>Developments</b>	
Supply chain emissions	15,407
Finance, legal and other business services	3,260
Design and engineering services	2,479
<b>Property acquisition</b>	
Embodied carbon in buildings	57,862
Investment and finance	2,141
<b>Corporate</b>	
Energy and water: assets managed by Broadgate Estates for third parties	36,242
Finance	20,438
Property outgoings	18,566
Administration expenses	5,533
Employee commuting	112
Business travel: Broadgate Estates	33
<b>Overall</b>	
<b>Total</b>	<b>3,682,462</b>

\* Scope 3 analysis completed in 2016. We commission detailed reviews of our Scope 3 footprint periodically.

## Carbon emissions continued

Fig. 20 Greenhouse gas index and intensity from building energy consumption

(A) Assurance covers total 2018 data only. Assurance excludes overall tonnes CO<sub>2</sub>e per £m of gross rental income.

		2018	Change: 2017 to 2018	2017	2009
<b>Carbon intensity reduction (Scopes 1 and 2; Index scored)</b>					
Offices		53%	12%	41%	Baseline
Retail - enclosed		68%	6%	61%	Baseline
Retail - open air		42%	2%	40%	Baseline
<b>Overall*</b>		<b>54%</b>	<b>11%</b>	<b>44%</b>	<b>Baseline</b>
<b>Carbon intensity</b>					
Offices	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.055	-20%	0.069	0.118
Retail - enclosed	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.056	-17%	0.067	0.174
Retail - open air	tonnes CO <sub>2</sub> e/car park space	0.062	-3%	0.064	0.106
<i>Scope (managed properties)</i>		<i>70/73</i>		<i>67/73</i>	<i>75/81</i>
<b>Other carbon intensity measures (Scopes 1 and 2)</b>					
Residential: common parts	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.061	-22%	0.078	nr
Group occupied floors	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.089	-15%	0.105	nr
Overall	tonnes CO <sub>2</sub> e/£m of gross rental income	58.03	-14%	67.39	nr

\* 2018 carbon intensity reduction rounded from 54.56% down to 54%, to reflect that the 55% reduction target has not quite been achieved.

## Energy use

Fig. 21 Total electricity consumption

(A) Assurance covers overall total 2018 consumed electricity data only.

	2018				2017				2016	
	Total electricity consumed (MWh)									
	Renewable	Non-renewable	Total	Self-generated (Solar PV)	Purchased	Total	Self-generated (Solar PV)	Purchased	Total	
	Self-generated (Solar PV)	Purchased								Purchased
<b>Managed portfolio</b>										
Offices: common parts	33	26,099	1,000	27,132	26	27,429	27,455	19	25,612	25,632
Offices: shared services	-	30,249	100	30,349	-	35,194	35,194	-	36,916	36,916
Offices: direct use in occupier space	-	80,202	555	80,756	-	87,568	87,568	-	87,327	87,327
<b>Sub-total</b>	<b>33</b>	<b>136,549</b>	<b>1,655</b>	<b>138,237</b>	<b>26</b>	<b>150,191</b>	<b>150,217</b>	<b>19</b>	<b>149,855</b>	<b>149,874</b>
Retail: common parts	313	17,377	3,700	21,390	206	19,006	19,212	43	20,421	20,465
Retail: direct use in occupier space	-	1,013	53	1,066	-	771	771	-	418	418
Residential: common parts	-	96	-	96	-	53	53	-	101	101
Residential: direct use in occupier space	-	142	-	142	-	-	-	-	-	-
<i>Scope (managed properties)</i>				<i>94/105</i>			<i>91/105</i>			<i>93/103</i>
<b>Corporate</b>										
Group offices	-	1,900	-	1,900	-	1,875	1,875	-	1,380	1,380
<b>Overall</b>										
<b>Total</b>	<b>346</b>	<b>157,079</b>	<b>5,408</b>	<b>162,833</b>	<b>232</b>	<b>171,895</b>	<b>172,127</b>	<b>63</b>	<b>172,175</b>	<b>172,238</b>
Proportion of purchased electricity from renewable sources				97%			93%			nr
Proportion of total electricity from renewable sources				97%			93%			nr

## Energy use continued

Fig. 22 Total fuel consumption

(A) Assurance covers overall total 2018 consumed fuel data only.

	Total fuel consumed (MWh)		
	2018	2017	2016
<b>Managed portfolio</b>			
Offices: common parts	-	-	-
Offices: shared services	30,297	33,542	32,804
Offices: direct use in occupier space	712	406	365
<b>Sub-total</b>	<b>31,009</b>	<b>33,948</b>	<b>33,169</b>
Retail: common parts	2,516	1,726	2,020
Retail: direct use in occupier space	3,323	3,645	3,046
Residential: common parts	nr	nr	nr
<b>Sub-total</b>	<b>36,848</b>	<b>39,319</b>	<b>38,234</b>
All property types: on-site vehicles	652	nr	nr
<i>Scope (managed properties)</i>	<i>46/52</i>	<i>46/48</i>	<i>45/45</i>
<b>Corporate</b>			
Group offices	-	-	-
<b>Overall</b>			
<b>Total</b>	<b>37,500</b>	<b>39,319</b>	<b>38,234</b>
Proportion of purchased fuel from renewable sources	0%	0%	nr
Proportion of total fuel from renewable sources	0%	0%	nr

## Energy use continued

Fig. 23 Like-for-like total electricity and fuel consumption

(A) Assurance covers total 2018 energy consumed data only.

	Total consumed electricity (MWh)			Total consumed fuel (MWh)			Total energy consumed (MWh)		
	2018	Change: 2017 to 2018	2017	2018	Change: 2017 to 2018	2017	2018	Change: 2017 to 2018	2017
<b>Managed portfolio</b>									
Offices: common parts	21,310	2%	20,954	-	-	-	21,310	2%	20,954
Offices: shared services	27,916	-3%	28,646	22,258	7%	20,809	50,174	1%	49,456
Offices: direct use in occupier space	76,443	-2%	78,290	712	84%	387	77,155	-2%	78,677
<b>Sub-total</b>	<b>125,668</b>	<b>-2%</b>	<b>127,890</b>	<b>22,970</b>	<b>8%</b>	<b>21,196</b>	<b>148,639</b>	<b>0%</b>	<b>149,087</b>
Retail: common parts	20,112	5%	19,184	2,463	39%	1,768	22,575	8%	20,952
Retail: direct use in occupier space	844	80%	469	3,323	-9%	3,645	4,168	1%	4,114
Residential: common parts	49	-9%	53	-	-	-	49	-9%	53
Residential: direct use in occupier space	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>146,673</b>	<b>-1%</b>	<b>147,597</b>	<b>28,757</b>	<b>8%</b>	<b>26,609</b>	<b>175,430</b>	<b>1%</b>	<b>174,206</b>
<i>Scope (managed properties)</i>	<i>80/81</i>		<i>80/81</i>	<i>42/43</i>		<i>42/43</i>	<i>80/81</i>		<i>80/81</i>

## Energy use continued

Fig. 24 Total energy consumed and generated on site

(A) Assurance covers overall total 2018 data only.

	Total energy consumed (MWh)		
	2018	2017	2016
<b>Managed portfolio</b>			
Offices: common parts	27,132	27,455	25,632
Offices: shared services	60,646	68,737	69,719
Offices: direct use in occupier space	81,469	87,974	87,692
<b>Sub-total</b>	<b>169,247</b>	<b>184,165</b>	<b>183,043</b>
Retail: common parts	23,906	20,938	22,485
Retail: direct use in occupier space	4,390	4,416	3,464
Residential: common parts	96	53	101
Residential: direct use in occupier space	142	nr	nr
All property types: on-site vehicles	652	nr	nr
All property types: district heating and cooling	-	-	-
<b>Sub-total</b>	<b>198,433</b>	<b>209,572</b>	<b>209,092</b>
<i>Scope (managed properties)</i>	<i>94/105</i>	<i>91/105</i>	<i>93/103</i>
<b>Corporate</b>			
Group offices	1,900	1,875	1,380
<b>Overall</b>			
<b>Total</b>	<b>200,333</b>	<b>211,446</b>	<b>210,472</b>
Proportion of purchased energy from renewable sources	79%	81%	nr
Proportion of total energy from renewable sources	79%	81%	nr
<b>Energy generated on site (MWh and %)</b>			
Solar PV (including energy exported to the grid)	782	669	389
<b>Total generated</b>	<b>1,664</b>	<b>2,588</b>	<b>2,175</b>
Proportion of energy use in common parts and shared services	1.46%	2.17%	1.84%
Proportion of all energy use	0.83%	1.22%	1.03%

## Energy use continued

Fig. 25 Building energy index and intensity

(A) Assurance covers 2018 data only.

		2018	Change: 2017 to 2018	2017	2009
<b>Energy intensity reduction (index scored)</b>					
Offices		38%	5%	32%	Baseline
Retail - enclosed		56%	2%	54%	Baseline
Retail - open air		25%	-8%	33%	Baseline
<b>Overall</b>		<b>40%</b>	<b>4%</b>	<b>35%</b>	<b>Baseline</b>
<b>Energy intensity</b>					
Offices	kWh/m <sup>2</sup>	145.71	-8%	158.70	235.21
Retail - enclosed	kWh/m <sup>2</sup>	156.48	-3%	161.89	353.71
Retail - open air	kWh/car park space	168.13	12%	150.01	221.10
<i>Scope (managed properties)</i>		<i>70/73</i>		<i>67/73</i>	<i>75/81</i>
<b>Other energy intensity measures</b>					
Residential: common parts	kWh/m <sup>2</sup>	173.55	-9%	189.68	nr
Group occupied floors	kWh/m <sup>2</sup>	233.37	-3%	240.64	nr

Fig. 26 Energy efficiency - developments

	2018	2017	2016
% better than relevant Building Regulations (average)	26%	21%	31%
<i>Scope (development projects)</i>	<i>14/14</i>	<i>10/10</i>	<i>20/28</i>

## Water use

Fig. 27 Total water consumption

	Mains water use (m <sup>3</sup> )			Non-mains water use (m <sup>3</sup> )						Total water use (m <sup>3</sup> )		
	2018	2017	2016	Borehole water			Water from on-site harvesting			2018	2017	2016
				2018	2017	2016	2018	2017	2016			
<b>Managed portfolio</b>												
Offices: whole building	529,210	540,286	513,419	-	-	-	733	256	3,364	529,943	540,542	516,783
Retail: common parts	75,354	110,913	113,290	10,542	10,521	20,823	382	1,565	2,594	86,278	122,999	136,707
<i>Scope (managed properties)</i>	<i>41/70</i>	<i>60/65</i>	<i>66/70</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>3/6</i>	<i>4/5</i>	<i>5/5</i>	<i>41/70</i>	<i>60/65</i>	<i>66/70</i>
<b>Corporate</b>												
Group offices	nr	nr	3,786	-	-	-	-	-	-	nr	nr	3,786
<b>Overall</b>												
<b>Total</b>	<b>604,564</b>	<b>651,199</b>	<b>626,709</b>	<b>10,542</b>	<b>10,521</b>	<b>20,823</b>	<b>1,115</b>	<b>1,821</b>	<b>5,958</b>	<b>616,221</b>	<b>663,541</b>	<b>653,490</b>

Fig. 28 Like-for-like total water consumption

	Non-mains water use (m <sup>3</sup> )				Total water use (m <sup>3</sup> )		
	Borehole water		Water from on-site harvesting		2018	Change: 2017 to 2018	2017
	2018	2017	2018	2017			
<b>Managed portfolio</b>							
Offices: whole building	-	-	-	-	461,170	9%	422,622
Retail: common parts	10,542	10,533	382	400	72,784	-2%	74,467
Residential: common parts	-	-	-	-	-	-	-
<b>Total</b>	<b>10,542</b>	<b>10,533</b>	<b>382</b>	<b>400</b>	<b>533,954</b>	<b>7%</b>	<b>497,089</b>
<i>Scope (managed properties)</i>	<i>1/1</i>	<i>1/1</i>	<i>1/5</i>	<i>1/5</i>	<i>33/62</i>		<i>33/62</i>



## Water use continued

Fig. 29 Building water index and intensity

		2018	Change: 2017 to 2018	2017	2009
<b>Water intensity reduction (index scored)</b>					
Offices		15%	-5%	20%	Baseline
Retail - enclosed		nr	-	35%	Baseline
Retail - open air		nr	-	16%	Baseline
<b>Overall</b>		<b>nr</b>	<b>-</b>	<b>22%</b>	<b>Baseline</b>
<b>Water intensity</b>					
Offices	m <sup>3</sup> / FTE	15.56	7%	14.59	18.31
Retail - enclosed	m <sup>3</sup> / 10,000 visitors	nr	-	9.47	14.51
Retail - open air	m <sup>3</sup> / 10,000 visitors	nr	-	2.86	3.42
<i>Scope (managed properties)</i>		<i>26/57</i>		<i>48/54</i>	<i>17/41</i>
<b>Other water intensity measures</b>					
Residential: common parts	m <sup>3</sup> / m <sup>2</sup>	-	-	-	nr
Group occupied floors	m <sup>3</sup> / FTE	nr	-	nr	nr

## Waste and materials

Fig. 30 Waste management - managed portfolio and corporate

(A) Assurance covers total 2018 non-hazardous managed waste data and proportion by disposal route only.

	Managed portfolio						Corporate			Total		
	Offices			Retail			British Land offices					
	2018	2017	2016	2018	2017	2016	2018	2017	2016	2018	2017	2016
<b>Non-hazardous managed waste (tonnes)</b>												
Re-use	14	13	0	26	0	5	-	-	-	40	13	5
Composting	1,492	1,307	633	1,340	1,631	1,788	4	4	4	2,836	2,942	2,425
Recycling	2,995	3,322	3,722	5,327	5,873	6,732	10	16	14	8,332	9,211	10,468
Incineration with energy recovery	2,744	3,239	3,086	6,134	5,991	5,041	10	6	6	8,887	9,236	8,132
Landfill	-	-	-	6	35	184	-	-	-	6	35	184
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>7,244</b>	<b>7,882</b>	<b>7,442</b>	<b>12,833</b>	<b>13,530</b>	<b>13,750</b>	<b>24</b>	<b>26</b>	<b>23</b>	<b>20,100</b>	<b>21,437</b>	<b>21,215</b>
<b>Proportion by disposal route (%)</b>												
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	21%	17%	9%	10%	12%	13%	17%	17%	16%	14%	14%	11%
Recycling	41%	42%	50%	42%	43%	49%	43%	59%	60%	41%	43%	49%
Incineration with energy recovery	38%	41%	41%	48%	44%	37%	41%	24%	24%	44%	43%	38%
Landfill	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	1%
Other	-	-	-	-	-	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>33/39</i>	<i>31/34</i>	<i>31/31</i>	<i>34/48</i>	<i>34/43</i>	<i>32/35</i>	-	-	-	<i>67/87</i>	<i>65/77</i>	<i>63/66</i>
<b>Hazardous managed waste (tonnes)</b>												
<b>Total</b>	<b>4</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>	<b>0</b>	<b>nr</b>	<b>nr</b>	<b>4</b>	<b>nr</b>	<b>nr</b>
<i>Scope (managed properties)</i>	<i>28/39</i>			-			-	-	-	<i>28/87</i>		

## Waste and materials continued

Fig. 31 Like-for-like waste management - managed portfolio

(A) Assurance covers total 2018 data and proportion by disposal route only.

	Managed portfolio						Total 2017
	Offices		Retail		2018	Change: 2017 to 2018	
	2018	2017	2018	2017			
<b>Non-hazardous managed waste (tonnes and %)</b>							
Re-use	13	13	26	0	39	194%	13
Composting	1,467	1,273	1,340	1,647	2,807	-4%	2,919
Recycling	2,885	3,097	5,316	5,838	8,201	-8%	8,935
Incineration with energy recovery	2,614	2,882	6,122	5,960	8,736	-1%	8,842
Landfill	-	-	6	34	6	-82%	34
Other	-	-	-	-	-		-
<b>Total</b>	<b>6,980</b>	<b>7,265</b>	<b>12,810</b>	<b>13,479</b>	<b>19,790</b>	<b>-5%</b>	<b>20,743</b>
<b>Proportion by disposal route (%)</b>							
Re-use	0%	0%	0%	0%	0%	0%	0%
Composting	21%	18%	10%	12%	14%	0%	14%
Recycling	41%	43%	41%	43%	41%	-2%	43%
Incineration with energy recovery	37%	40%	48%	44%	44%	2%	43%
Landfill	0%	0%	0%	0.3%	0%	0%	0.2%
Other	-	-	-	-	-		-
<i>Scope (managed properties)</i>	<i>26/33</i>	<i>26/33</i>	<i>30/44</i>	<i>30/44</i>	<i>56/77</i>		<i>56/77</i>

## Waste and materials continued

Fig. 32 Waste management - developments

(A) Assurance covers overall total 2018 data only. Assurance excludes waste diverted from landfill through re-use on site and landfilled tax costs (£).

	2018		2017	2016
	Landfill tax costs (£)	Waste (tonnes)	Waste (tonnes)	Waste (tonnes)
<b>Non-hazardous waste</b>				
Re-use on site	-	263	1,107	3,172
Re-use and recycling off site	-	77,427	71,146	nr
Incineration	-	309	251	nr
<b>Sub-total: diverted from landfill</b>	<b>-</b>	<b>77,998</b>	<b>72,503</b>	<b>125,901</b>
Landfill	57,818	650	1,837	2,414
<b>Total non-hazardous waste</b>	<b>57,818</b>	<b>78,648</b>	<b>74,341</b>	<b>128,314</b>
<b>Hazardous waste</b>				
Diverted from landfill	-	26	339	1,901
Landfill	4,255	48	8	258
<b>Total hazardous waste</b>	<b>4,255</b>	<b>74</b>	<b>347</b>	<b>2,158</b>
<b>Overall</b>				
<b>Total</b>	<b>62,072</b>	<b>78,722</b>	<b>74,688</b>	<b>130,473</b>
Re-use on site	-	0%	1%	2%
Re-use and recycling off site	-	98%	95%	96%
Incineration	-	0%	1%	
Landfill	-	1%	2%	2%
<i>Scope (development projects)</i>	<i>38/38</i>	<i>38/38</i>	<i>39/44</i>	<i>38/42</i>

## Waste and materials continued

Fig. 33 Sustainably sourced timber - developments

	Proportion from sustainable sources		
	2018	2017	2016
Forest Stewardship Council (FSC)	98%	91%	87%
Programme for the Endorsement of Forest Certification (PEFC)	2%	9%	9%
<i>Scope (development projects)</i>	<i>38/38</i>	<i>39/44</i>	<i>36/42</i>
<b>Overall</b>	<b>100%</b>	<b>100%</b>	<b>96%</b>

## Physical risks

Fig. 34 Flood risk

	2018	2017	2016
Proportion at high risk of flood (by value)	3%	3%	5%
High flood risk assets with flood management plans (by value)	100%	nr	nr
<i>Scope (assets under management)</i>	<i>230/234</i>	<i>252/259</i>	<i>267/273</i>

Fig. 35 Environmental compliance

	2018	2017	2016
Environmental non-compliance events	-	4	2
<i>Scope (managed properties and development projects)</i>	<i>142/151</i>	<i>143/156</i>	<i>135/151</i>

## Skills and opportunity

### Bright Lights

Fig. 36 People supported into employment

	Total: 2016 to 2018	2018	2017	2016
Apprentices at our places (part-funded by British Land)	70	14	18	38
Apprentices at our developments*	155	28	89	38
Group apprentices	8	3	5	nr
Through The Source Apprentice Support Service	158	47	59	52
Other local apprentice programmes	15	3	5	7
<b>Sub-total</b>	<b>406</b>	<b>95</b>	<b>176</b>	<b>135</b>
Starting Out programmes	229	100	76	53
Group graduate schemes and internships	20	9	7	4
Other employment programmes	115	24	16	75
<b>Total</b>	<b>770</b>	<b>228</b>	<b>275</b>	<b>267</b>
Apprentices funding	£352,199	£105,047	£126,487	£120,665

\* Data for apprenticeships at our developments is now reported for each financial year. Previously, it was aggregated over the lifetime of the project.

Fig. 37 Apprentices in our supply chain

	2018	2017
<b>Prioritised supplier workforce who are apprentices</b>		
Sub-contractors: managed portfolio	0.8%	nr
Sub-contractors: developments	2.0%	3.1%
<b>Subtotal</b>	<b>1.2%</b>	<b>nr</b>
Direct contractors	2.1%	nr*
<b>Overall</b>	<b>1.2%</b>	<b>nr</b>
<i>Scope (out of prioritised suppliers)</i>	<i>209/232</i>	<i>65/65</i>

\* 2017 pilot study data is not comparable and so is not reported.

## Procurement

Fig. 38 Spend within 25 miles and with SMEs - developments\*

	2018	2017	2016
Direct contractors spend with sub-contractors	£356m	£159m	£104m
Spend with SMEs	37%	49%	51%
Spend within 25 miles	71%	60%	60%
Spend within borough	22%	21%	nr
<i>Scope (development projects)</i>	<i>11/12</i>	<i>7/7</i>	<i>4/7</i>

\* Cumulative spend on active developments

Fig. 39 Prompt payment\*

	2018	2017	2016
<b>Payments to suppliers within 30 days</b>			
Corporate: British Land	63%	74%	81%
Managed portfolio: direct contractor payments to sub-contractors	53%	61%	68%

\* Data for prior years has been restated to include all invoices paid in the period.

## Supplier workforce

Fig. 40 Supplier workforce paid at least Living Wage Foundation rate

	2018	2017	2016
<b>Proportion by hours worked (%)</b>			
Offices	100%	100%	100%
Retail	44%	51%	51%
<b>Overall</b>	<b>70%</b>	<b>72%</b>	<b>72%</b>
<i>Scope (managed properties)</i>	<i>92/101</i>	<i>98/104</i>	<i>89/101</i>

## Group employment

Fig. 41 Employment

	Total number of employees			Part-time employees			Full-time employees		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
<b>British Land</b>									
Male	109.2	112.2	116.0	0.6	1.2	2.0	108.6	111.0	114.0
Female	121.7	106.5	111.8	19.1	18.5	16.0	102.6	88.0	95.8
All	230.9	218.7	227.8	19.7	19.7	18.0	211.2	199.0	209.8
<b>Broadgate Estates</b>									
Male	243.5	227.3	190.0	1.4	1.3	3.0	242.1	226.0	187.0
Female	213.4	204.2	172.0	14.6	12.2	10.0	198.8	192.0	162.0
All	456.9	431.5	362.0	15.9	13.5	13.0	441.0	418.0	349.0
<b>Group total</b>	<b>687.8</b>	<b>650.2</b>	<b>589.8</b>	<b>35.6</b>	<b>33.2</b>	<b>31.0</b>	<b>652.2</b>	<b>617.0</b>	<b>558.8</b>



## Group employment continued

Fig. 42 New employees

		2018	2017
<b>New employees</b>			
British Land		33.5	22.8
Broadgate Estates		101.8	143.7
<b>Group total</b>		<b>135.2</b>	<b>166.5</b>
New hires rate		20%	26%
<b>Proportion by gender</b>			
British Land	Male	36%	44%
	Female	64%	56%
Broadgate Estates	Male	49%	46%
	Female	51%	54%
<b>Group total</b>	<b>Male</b>	<b>46%</b>	<b>46%</b>
	<b>Female</b>	<b>54%</b>	<b>54%</b>
New hires rate	Male	18%	22%
	Female	22%	29%
<b>Proportion by age</b>			
British Land	Age 18 - 25	6%	9%
	Age 26 - 46	85%	88%
	Age 47 - 60	9%	4%
	Age 61 +	0%	0%
Broadgate Estates	Age 18 - 25	14%	8%
	Age 26 - 46	73%	62%
	Age 47 - 60	13%	25%
	Age 61 +	0%	5%
<b>Group total</b>	<b>Age 18 - 25</b>	<b>12%</b>	<b>8%</b>
	<b>Age 26 - 46</b>	<b>76%</b>	<b>66%</b>
	<b>Age 47 - 60</b>	<b>12%</b>	<b>22%</b>
	<b>Age 61 +</b>	<b>0%</b>	<b>4%</b>
New hires rate	Age 18 - 25	58%	64%
	Age 26 - 46	22%	25%
	Age 47 - 60	10%	22%
	Age 61 +	0%	47%

## Group employment continued

Fig. 43 Employee turnover

		2018	2017
<b>Total departures</b>			
British Land		29.2	36.6
Broadgate Estates		71.7	61.2
<b>Group total</b>		<b>100.9</b>	<b>97.8</b>
Departures rate		15%	15%
<b>Proportion by gender</b>			
British Land	Male	65%	39%
	Female	35%	61%
Broadgate Estates	Male	43%	38%
	Female	57%	62%
<b>Group total</b>	<b>Male</b>	<b>49%</b>	<b>39%</b>
	<b>Female</b>	<b>51%</b>	<b>61%</b>
Departures rate	Male	14%	11%
	Female	15%	20%
<b>Proportion by age</b>			
British Land	Age 18 - 25	3%	3%
	Age 26 - 46	71%	68%
	Age 47 - 60	25%	24%
	Age 61 +	0%	5%
Broadgate Estates	Age 18 - 25	5%	8%
	Age 26 - 46	76%	76%
	Age 47 - 60	17%	14%
	Age 61 +	2%	3%
<b>Group total</b>	<b>Age 18 - 25</b>	<b>5%</b>	<b>6%</b>
	<b>Age 26 - 46</b>	<b>75%</b>	<b>73%</b>
	<b>Age 47 - 60</b>	<b>19%</b>	<b>18%</b>
	<b>Age 61 +</b>	<b>2%</b>	<b>4%</b>
Departures rate	Age 18 - 25	17%	31%
	Age 26 - 46	16%	16%
	Age 47 - 60	11%	11%
	Age 61 +	7%	12%

## Group employment continued

Fig. 44 Salary and remuneration\*

(A) Assurance covers 2018 data only.

	Median based salary and gender ratios				Median remuneration and gender ratios			
	2018		2017		2018		2017	
	Male	Female	Ratio: female to male (%)	Ratio: female to male (%)	Male	Female	Ratio: female to male (%)	Ratio: female to male (%)
<b>British Land</b>								
Executive directors	£446,250	-	-	110%	£848,491	-	-	105%
Executive committee	£275,000	£371,500	135%	84%	£553,689	£726,074	131%	85%
Management level II	£185,400	£212,160	114%	118%	£301,431	£343,574	114%	105%
Management level III	£105,288	£96,875	92%	88%	£171,217	£141,960	83%	94%
Management level IV	£68,500	£63,860	93%	95%	£94,651	£87,852	93%	96%
Non-management	£44,293	£40,545	92%	87%	£53,000	£49,597	94%	90%
<b>Broadgate Estates</b>								
Executive directors **	£124,000	£124,750	101%	-	£194,780	£192,250	99%	-
Senior management	£70,000	£61,000	87%	83%	£82,865	£70,400	85%	91%
Middle management and non-management	£46,700	£33,700	72%	75%	£52,565	£36,665	70%	76%
<b>Group total</b>								
Executive directors			22%	87%			18%	86%
Senior management			117%	94%			116%	92%
Middle management and non-management			87%	87%			87%	89%
<b>Paid Living Wage Foundation wage</b>								
British Land employees			100%	100%				
Broadgate Estates employees			100%	100%				
<b>Overall</b>			<b>100%</b>	<b>100%</b>				

\* In Fig. 44, we use median salary to compare gender pay ratios of employees at the same employment level. In Fig. 45, we report the mean and median gender pay ratio using the UK Government reporting methodology, which compares across all employees, not by employment level.

\*\* Broadgate Estates figures exclude British Land Executive directors that serve on both Boards.

## Group employment continued

Fig. 45 Gender pay gap

	Difference between men and women			
	Gender pay gap		Gender bonus gap	
	Mean (average)	Median (middle)	Mean (average)	Median (middle)
	2017			
British Land	39.4%	42.2%	66.8%	73.1%
Broadgate Estates	32.0%	38.1%	61.3%	30.9%

	Proportion of employees receiving a bonus	
	2017	
	Male	Female
British Land	85%	77%
Broadgate Estates	72%	57%

	Proportion of male and female employees in quartile pay bands	
	2017	
	Male	Female
<b>British Land</b>		
Lower quartile	22%	78%
Lower middle quartile	47%	53%
Upper middle quartile	58%	42%
Upper quartile	76%	24%
<b>Broadgate Estates</b>		
Lower quartile	26%	74%
Lower middle quartile	36%	64%
Upper middle quartile	68%	32%
Upper quartile	80%	20%

## Group employment continued

Fig. 46 Employee diversity - gender

	2018		2017	
	Male	Female	Male	Female
<b>British Land</b>				
Board	75%	25%	77%	23%
Senior management	66%	34%	69%	31%
Middle management and non-management	32%	68%	37%	63%
<b>Overall</b>	<b>48%</b>	<b>52%</b>	<b>52%</b>	<b>48%</b>
<b>Broadgate Estates</b>				
Board	78%	22%	78%	22%
Senior management	69%	31%	69%	31%
Middle management and non-management	46%	54%	46%	54%
<b>Overall</b>	<b>53%</b>	<b>47%</b>	<b>53%</b>	<b>47%</b>
<b>Group total</b>				
Board	76%	24%	77%	23%
Senior management	68%	32%	69%	31%
Middle management and non-management	42%	58%	43%	57%
<b>Overall</b>	<b>51%</b>	<b>49%</b>	<b>53%</b>	<b>47%</b>

## Group employment continued

Fig. 47 Employee diversity - age

	2018				2017			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
<b>British Land</b>								
Board	0%	8%	75%	17%	0%	0%	77%	23%
Senior management	0%	73%	24%	3%	0%	79%	19%	1%
Middle management and non-management	3%	88%	9%	1%	5%	86%	9%	0%
<b>Overall</b>	<b>2%</b>	<b>78%</b>	<b>18%</b>	<b>2%</b>	<b>2%</b>	<b>77%</b>	<b>19%</b>	<b>2%</b>
<b>Broadgate Estates</b>								
Board	0%	11%	89%	0%	0%	33%	67%	0%
Senior management	0%	52%	42%	6%	0%	52%	44%	4%
Middle management and non-management	8%	66%	23%	3%	6%	68%	24%	3%
<b>Overall</b>	<b>5%</b>	<b>61%</b>	<b>29%</b>	<b>4%</b>	<b>4%</b>	<b>63%</b>	<b>30%</b>	<b>3%</b>
<b>Group total</b>								
Board	0%	10%	81%	10%	0%	14%	73%	14%
Senior management	0%	61%	34%	5%	0%	61%	36%	3%
Middle management and non-management	6%	72%	19%	3%	5%	74%	19%	3%
<b>Overall</b>	<b>4%</b>	<b>67%</b>	<b>26%</b>	<b>3%</b>	<b>3%</b>	<b>68%</b>	<b>26%</b>	<b>3%</b>

## Group employment continued

Fig. 48 Employee diversity - ethnicity

	2018	2017
<b>British Land</b>		
Asian	5%	2%
Black	1%	0%
Mixed	4%	1%
Other	1%	1%
White	88%	38%
Not disclosed	1%	59%
<b>Broadgate Estates</b>		
Asian	3%	2%
Black	2%	2%
Mixed	1%	1%
Other	0%	0%
White	47%	46%
Not disclosed	47%	49%
<b>Group total</b>		
Asian	3%	2%
Black	2%	1%
Mixed	2%	1%
Other	1%	0%
White	61%	43%
Not disclosed	31%	52%

## Group employment continued

Fig. 49 Employee training - average hours

	2018			2017		
	Male	Female	All	Male	Female	All
<b>British Land</b>						
Board	26.5	-	26.5	50.2	46.5	49.3
Senior management	30.0	26.9	28.9	28.8	34.8	30.6
Middle management and non-management	24.8	21.4	22.5	12.7	15.4	14.4
<b>Overall</b>	<b>25.3</b>			<b>21.9</b>		
<b>Broadgate Estates</b>						
Board	4.6	4.9	4.7	9.6	8.0	9.3
Senior management	7.1	7.1	7.1	4.5	4.2	4.4
Middle management and non-management	9.3	9.2	9.3	11.3	9.5	10.3
<b>Overall</b>	<b>8.6</b>			<b>8.7</b>		
<b>Group total</b>						
<b>Average</b>	<b>14.2</b>			<b>13.2</b>		



## Group employment continued

Fig. 50 Employee training - proportion by category

	Proportion of employees trained*	
	2018	2017
<b>British Land</b>		
Anti-bribery and corruption	100%	100%
Health and safety	100%	100%
Information security	100%	nr
Data Protection (GDPR awareness)	Launched	nr
<b>Broadgate Estates</b>		
Anti-bribery and corruption	100%	100%
Health and safety	100%	100%
Information security	100%	nr
Data Protection (GDPR awareness)	Launched	nr

\* Excludes new starters, who have six weeks to complete the mandatory training.

Fig. 51 Annual performance review

	2018*	
	Male	Female
British Land	100%	100%
Broadgate Estates	100%	100%
<b>Group total</b>	<b>100%</b>	<b>100%</b>

\* Covers all employees present from the beginning of the performance review year.

# Reporting criteria 2018

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## Introduction

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting sustainability data in our 2018 Annual Report and Accounts, Sustainability Accounts and corporate website. Further explanations are provided in each section of these Reporting Criteria.

### Principles

- We report data on issues relevant to our sustainability strategy.
- Data reported is meaningful and consistent with the explanatory notes.
- Data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the Report.
- Data is as accurate and complete as practical and feasible.
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time.
- Assumptions, estimates and exclusions are stated and explained.
- Certain key data is independently assured (see below).
- 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.
- Rounding may mean that some columns do not sum precisely.

### Assurance

- We engaged PwC to perform independent limited assurance of a selection of our most material 2018 data.
- We have designed, implemented and maintained internal controls and processes over information relevant to the measurement and preparation of the assured data, that to the best of our knowledge is free from material misstatement, whether due to fraud or error.
- Where data in this Report has been assured, this is explicitly stated.
- PwC's assurance report is included in this Report in the Assurance Statement section. Data included in the scope of PwC's assurance is outlined in this section.
- PwC has assured a selection of our data for eight years. Earlier data was assured by other providers.

### Standard Terms

- Assets – properties and developments.
- Assets under management – all assets owned and managed by British Land including 100% of all joint ventures and funds.

- Managed portfolio – multi-let properties where we have operational or management influence or control over the day-to-day operation of the facilities and utilities.
- Group offices – floors and areas occupied by British Land and Broadgate Estates, our wholly owned subsidiary. This includes estate management offices.
- ‘nr’ – data is not available and has not been reported.
- ‘n/a’ – data is not applicable.
- ‘-’ indicates zero.

### Scope

- We report data where we have day-to-day operational or management influence (our ‘managed portfolio’). This includes assets 100% owned by British Land and those where we have a stake in a joint venture or investment fund. As at 31 March 2018, our managed portfolio comprises 73% of our assets under management.
- Exceptions are Sustainability Ratings and Flood Risk, where we report on 100% of assets under management.
- We report much of our managed portfolio data by portfolio type: offices, retail and residential. For index intensity ratios, we categorise retail assets by ‘enclosed’ and ‘open air’.
- We report on active developments with planning permission, 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 developments data by construction value: small (£300,000 to £5 million) and major (over £5 million). Multiple small developments with the same contractor are also reported as small.

- Developments with a construction value less than £300,000 are not reported.
- All 2018 data in this Report covers our financial year from 1 April 2017 to 31 March 2018.
- Most data tables in this Report show the number of assets reporting, over the total number of assets, where that data is applicable.
- Data for properties acquired, sold or under our operating influence is reported from the date of purchase/management until the date of sale/management handover.

- 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.
- Since 2015, all our developments and managed properties are in the UK.
- To enable clearer comparison of performance over time, we report like-for-like performance in line with EPRA guidelines that assets have been part of the portfolio for the last two years.

**Table 1: Managed portfolio**

	Number of assets		
	2018	2017	2016
Offices	43	42	41
Retail*	58	62	62
Residential**	12	8	6
<b>Total</b>	<b>113</b>	<b>112</b>	<b>109</b>

\* Includes 1 industrial and 2 leisure assets.

\*\* Residential units belonging to one estate reported jointly.

**Table 2: Our developments**

	Number of projects		
	2018	2017	2016
In planning/design	8	7	17
In construction/completed	38	44	42
Non-managed	0	1	1
<b>Total</b>	<b>46</b>	<b>52</b>	<b>60</b>

# Performance overview

## FIG. 1 OVERVIEW

- Covers key performance indicators for our overall sustainability strategy and four focus areas.
- For detail on scope and methodology against each indicator, refer to the relevant focus area section of the Reporting Criteria.

## Wellbeing

### Sense of wellbeing

#### FIG. 2 SHOPPER, RETAILER AND OCCUPIER WELLBEING SCORES

We conduct satisfaction surveys across our retail and office portfolios, asking occupiers and customers questions about their experience of visiting and/or working at our assets. Respondents are not incentivised to complete surveys.

#### Shoppers

- An external consultancy conducts shopper surveys on our behalf. These surveys target shoppers at the end of their visit. Questions are asked concerning shopping behaviours, habits, experiences and sentiment towards our shopping destinations.
- Each rating metric was measured by asking “How would you rate [name of centre] in terms of the following aspects? (Rating question) 1 = Very poor and 5 = Excellent, 0 = N/A?”
- For 2018, 25,960 responses were recorded.
- Percentage scores are for the percentage of respondents rating each variable 4/5 or 5/5, of all respondents who answered that question, excluding ‘0 = N/A’

- For ‘Shopper perception of wellbeing’, respondents rated each of the following 4/5 or 5/5: “How would you rate [name of centre] for cleanliness, quality of architecture and landscaping, personal safety and security and signage?” In 2016 and 2017, respondents also rated quality and width of walkways.
- For ‘Shopper rating of facilities’, respondents rated each of the following 4/5 or 5/5: “How would you rate [name of centre] for family facilities, toilet facilities and free public amenities?”

#### Retail occupiers

- These surveys are undertaken on a biennial basis and have therefore been reported as ‘nr’ for 2018.
- For our 2017 methodology, see page 44 of our [2017 Sustainability Accounts](#).

#### Office occupiers

- These surveys are undertaken on a biennial basis and have therefore been reported as ‘nr’ for 2018.
- For our 2017 methodology, see page 44 of our [2017 Sustainability Accounts](#).

### Biodiversity

#### FIG. 3 BIODIVERSITY – DEVELOPMENTS

- Covers major developments which have external works; excludes internal refurbishments.
- Information is based on formal ecologists’ reports or design team commitments, where applicable.

### Health and safety

#### FIGS. 4-7 METHODOLOGY – RIDDOR REPORTING

- The reporting criteria below relate to RIDDOR reporting for all British Land managed activities in our properties, developments and group offices.
- British Land, our managing agents or development 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 our 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.

- In relation to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work.
- 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 cover 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.
- 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, including incidents involving lifting equipment, pressure systems, electrical incidents causing explosion or fire, and collapse of scaffolding.

#### FIGS. 4 AND 6 SCOPE – MANAGED PORTFOLIO

- For our multi-let properties, health and safety data applies to the common parts and vacant space where British Land has responsibility to manage. Space occupied and managed directly by occupiers (i.e. their own demises) is outside our reporting scope.
- For our group offices, health and safety data applies to the demised areas where British Land and Broadgate Estates have responsibility to manage.
- Reportable incidents are grouped by year, based upon the date they occurred.

**Table 3: Scope of health and safety reporting**

Property type	Total properties	Properties not reporting
Offices	43	-
Retail	58	-
Residential	12	-
<b>Total</b>	<b>113</b>	

#### FIG. 4 ACCIDENTS – MANAGED PORTFOLIO AND CORPORATE

- Managed portfolio – safety incidents reported to – Managed portfolio – safety incidents reported to British Land and Broadgate Estates, excluding buildings managed by Broadgate Estates but not owned by British Land.
- Group offices – safety incidents reported to British Land and Broadgate Estates, occurring in demises occupied by employees. This covers accidents to permanent employees, contractors and visitors.
- Injury Incidence Rates (RIDDOR) – formerly referred to as Accident Frequency Rates (AFRs) – are calculated as follows:

- Offices – 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 calculated as an average FTE for a period. Occupiers provided this data by email and there might be differences in reporting methodologies; we therefore accept there may be up to 10% variance in the reported FTE data. In 2018, FTE data generally excludes flexible workspace leases.
- Retail – Total reportable accidents over the period / Total footfall over the period x 100,000.

- Group offices – Total reportable accidents over the period / Total number of British Land and Broadgate Estates employees over the period x 100,000.
- Does not include dangerous occurrences.
- Injury Frequency Rate is calculated as Total reportable accidents over the period / Total time worked by all British Land and Broadgate Estates employees over the period per 100,000 hours worked.
- Managed portfolio data for 2017 restated to include two incidents which occurred in 2017 but were not reported until 2018.
- The diseases column has been removed, as there was nothing to report.

#### FIG. 5 ACCIDENTS – DEVELOPMENTS

- Health and safety data was reported by 38 developments this year. Developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Injury Frequency 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, RIDDOR reportable injuries x 100,000 / Number of hours worked).
- Number of hours worked data is estimated for small developments without a digital security system to record hours: (average personnel) x (hours) x (days worked in the month).

#### FIG. 6 HEALTH AND SAFETY – COMPLIANCE

- British Land's health and safety management system has been certified by the British Standards Institution (BSI) under BS OHSAS 18001. Within this system, there are objectives for our managed portfolio, group offices and developments.

- Incidents of non-compliance – the number of HSE Prohibition Notices and Improvement Notices served.

#### Managed portfolio and group offices

- For our managed portfolio sites and group offices, key metrics to monitor health and safety management are:
  - Risks controlled at annual audit: Risks identified and classified. We target our management agents to ensure that 90% of all risks are deemed to be 'under control' during the annual assessment.
  - Uncontrolled risks resolved: We monitor the time it takes for managing agents to complete all actions required to convert a risk which 'requires action' to 'under control'.
  - Statutory document compliance: We require all documents required by statute and by British Land's own standards to be available on site and valid. This includes lift inspection reports and legionella risk assessments.
- Where a new property is acquired and British Land has management responsibility, 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.

#### Developments

- For our developments, we use a number of metrics to monitor health and safety management:
  - Risk Registers: All risk registers are reviewed to ensure principal contractors are controlling risks appropriately.
  - Construction Phase Health and Safety Plans: Construction does not commence until a health and safety plan is implemented.

- Health and Safety File: The health and safety file is maintained for each construction project and made available to all relevant personnel.

#### FIG. 7 LOST WORKING DAYS

- Absentee rate covers general absenteeism due to sickness. It includes lost days from work-related accidents.
- The absentee rate is calculated as Number of days' sickness / Average FTE x 260.
- Lost day rate specifically covers lost days from work-related accidents and diseases.
- Lost day rate is calculated as the total lost days from RIDDOR reportable injuries and occupational diseases per 100,000 hours worked (that is, Lost days x 100,000 / Number of hours worked).
- All lost days are calculated from the moment an employee leaves work (half day, for example) or does not arrive at work.
- 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.

# Community

## Volunteering

### FIG. 8 BRITISH LAND EMPLOYEE AND KEY SUPPLIER VOLUNTEERING

All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment [www.lbg-online.net](http://www.lbg-online.net)

#### British Land employees

- Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. Other contractors are not included from 2017.
- Volunteering (% and hours) covers participation in our volunteering programme and other activities that directly benefit community organisations, undertaken during working hours. The percentage is based on the average FTE figure across the four quarters during the reporting period.
- British Land volunteer absolute figures:
  - 2018: 197.
  - 2017: 210.
  - 2016: 221 (including contractors).
- Skills-based volunteering (%) is any input that uses specialist skills, personal talents and experiences to support non-profit organisations. This includes charity trustees, school governors, mentoring for non-profit organisations and expert support on strategic issues or specific projects. It does not include direct support for community beneficiaries unless the beneficiary is, for example, a business start-up seeking expert input. We follow LBG guidance to include employees that undertake skills-based volunteering solely outside paid working hours if it directly relates to our community investment programme.

#### Key suppliers

- Broadgate Estates teams and contracted suppliers at our managed properties, developments and Head Office.
- Volunteering (hours) is the sum of time spent supporting community causes by Broadgate Estates and contracted suppliers working at our managed properties, developments and Head Office. It relates to time during paid working hours only.

## Contributions and investment

### FIGS. 9-10 SCOPE

- Data covers community investment around our Head Office and managed portfolio, and non-mandatory community investment at our developments.
- Cash donations exclude VAT.
- Financial contributions related to creating new apprenticeships across our managed portfolio are only included if all the following criteria are met:
  - Payments are made to external bodies.
  - British Land is not directly benefiting.
  - Without British Land support, it is considered unlikely that the apprenticeship opportunities would exist.
  - An appropriate structure is in place for the apprenticeships.
- British Land employee time (direct): Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. It only covers time contributed during paid working hours. Time spent supporting apprenticeships falls outside the scope of this data.

- In-kind contributions: Donations of space and equipment owned by British Land. Based on cost rather than commercial value, in accordance with LBG guidelines.

### FIGS. 9-10 METHODOLOGY

- All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment [www.lbg-online.net](http://www.lbg-online.net)
- Direct employee time input: An average hourly value of time is calculated using information disclosed in our Annual Report on employee costs, employee numbers and directors' pay. This 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, excluding share incentive costs.
- From 2018, supplier time (Broadgate Estates) at our retail and office assets is valued according to an average cost provided by Broadgate Estates HR. This includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office property management teams. For the methodology for 2017 and 2016, see page 48 of our [2017 Sustainability Accounts](#).
- Supplier time (Other) at our retail and office assets and time input at our developments are valued according to the latest Office for National Statistics UK average earnings data, with a 10% allowance for employers' National Insurance and 5% for pension contributions.

**FIG. 9 COMMUNITY INVESTMENT (LBG)**

- Direct community investment: British Land's financial contributions, employee time (during paid working hours) and in-kind (mainly space) donations.
- Leveraged cash investment: Fundraising, funding at site level (through the service charge or marketing budget) and other external funding leveraged as a direct result of our contributions.
- Key supplier workforce time (leveraged): Supplier time during working hours and British Land employee time outside working hours where it directly supports our community investment programme.
- Management costs: Overall management of our community investment programme, including employee salaries and benefits, spend relating to research, reporting and communications and other associated costs.

**FIG. 10 COMMUNITY PROGRAMME BENEFICIARIES**

- We look to measure the reach of our community investment programme by recording the number of individuals who directly benefited from our support during the reporting period. Data covers only those who have received direct support through initiatives funded by British Land and/or through face-to-face assistance from British Land employees or Broadgate Estates employees and other key suppliers at our sites or through our Head Office. Details of beneficiary numbers are provided by the charity or community group supported or are reported by the individuals that provided support. We estimate data only if there is a reasonable basis upon which to do so.
- We do not report beneficiaries if we have provided core funding to a cause, as direct beneficiaries cannot be accurately measured. We also do not report visitors to local events such as carnivals and festivals fully or part funded by British Land as, again, direct beneficiaries cannot be accurately measured.
- If we part fund an initiative, we only report 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 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 community partner has accessed up to 50% of the cost from other sources.
- If British Land employees or suppliers support a session/workshop and volunteers from other

organisations are involved, we record the total number of beneficiaries attending, where it is deemed reasonable to do so.

- Community investment beneficiaries are categorised according to the key focus of each activity:
  - **Education:** Activities with learning outcomes, supporting hard or soft skills development, for those in full time, further or higher education. Also, sharing of expertise, such as mentoring staff at non-profit organisations and job-related training provided to teachers participating in projects.
  - **Employment and training:** Programmes specifically designed to support local people into employment, vocational training courses, interview and CV support for jobseekers, and mentoring support for those looking to start their own business. Includes apprenticeships at our managed properties that meet the criteria detailed in the scope of this data.
  - **Wellbeing, culture and leisure:** Causes focusing on social wellbeing, physical and mental health, sporting activities, celebratory events for local community groups, recreational classes for local people and other support not categorised elsewhere.



### FIG. 11 COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT

- Covers our mandatory financial contributions and associated activities related to the implementation of our planning permissions and our active development programme. This includes:
  - **Affordable housing:** Constructing affordable housing, not including design fees.
  - **Public space and environment:** Environmental or art enhancements with a clear community benefit, regardless of land ownership.
  - **Accessibility and transport:** Contributions to highways, roads or public spaces outside our ownership boundary, including payments made to local authorities.
  - **Social welfare and community facilities:** Construction of community facilities and general support to community groups not captured in our community investment programme.
  - **Community consultation:** 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 and council expenses.
- Figures are based on spend in the financial year.
- For affordable housing and construction of community facilities, the costs are part of a wider construction budget; data is estimated by our cost consultants based on their professional knowledge and project understanding, and pro-rated monthly across the construction period.

### Considerate Constructors

#### FIG. 12 CONSIDERATE CONSTRUCTORS SCHEME

- Scoring for Considerate Constructors is out of 50. See <http://www.ccscheme.org.uk/index.php/site-registration/site-scoring> for more information.

# Futureproofing

## Building certifications

### FIG. 13 SUSTAINABILITY RATINGS

- Covers all assets under management and all major developments 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.
- Developments hold pre-assessed ratings or certificates achieved at design stage; these are provided by certified assessors. It is possible for development scores to change before final certification, which occurs post completion. Final building certifications are reported as provided by certified assessors in formal reports or included in an official final certificate.
- The Code for Sustainable Homes was withdrawn in March 2015 for new developments. All current certificates are still valid.
- 2017 data has been restated to exclude two projects that were out of scope.

### FIG. 14 ENERGY PERFORMANCE CERTIFICATES

- EPC ratings are reported as provided by certified assessors in formal reports or included in an official final certificate.

### FIG. 15 ISO 14001 CERTIFICATION

- The proportion of ISO 14001 coverage at our major developments.

## Financial

### FIG. 16 ENERGY EFFICIENCY INVESTMENT AND SAVINGS

- Resource use, associated cost savings, asset level and corporate investments are reported cumulatively for properties with at least two years of data in the 2012 to 2018 period and still in the portfolio at 31 March 2018.
- Cumulative savings are the sum of savings from each year of the reporting period (2012 to 2018).
- Savings for each year within the reporting period are calculated by comparing year's consumption with the baseline year.
- Baseline year varies according to how long the asset has been owned and managed by British Land.
- For offices, to be included in the analysis, an asset has to have been owned and managed by British Land for at least two and a half years. Savings data excluded where voids exceed 15% of Net Internal Area (NIA) in any of the reporting years.
- Cost savings were calculated by multiplying any decrease in kWh energy between reporting years and applying current year cost factors.
- Energy cost factors were derived from our energy procurement broker responsible for most of our office and retail energy procurement in 2018 and applied to all managed energy use.
- Savings include any reduction in CRC payments associated with reduced carbon emissions.
- Savings exclude fuel oil consumption data.
- Cumulative investment is calculated to show accumulated financial investment since 2012. Cumulative investment is the sum of the investments from each year within the reporting period up to the current reporting year.

- Corporate investment includes spend from our corporate sustainability budget on fees and consultancy that supported relevant initiatives.
- Asset-level investment includes:
  - Costs for installations which result in improvements to energy efficiency and/or cost savings related to energy use. Investments do not include like-for-like replacement of plant and equipment or maintenance costs.
  - The purchase price (excluding import duties and non-refundable purchase taxes) and other direct costs for the installation to become operational (including site preparation, delivery and handling, installation and assembly, testing and professional fees).
- Asset-level investment excludes VAT.
- Some asset level investment in energy efficiency has been estimated for 2016.

Table 4: Utility cost rates

Resource type (per kWh/tonne)	Rates						
	2018	2017	2016	2015	2014	2013	2012
Electricity	£0.1260	£0.1198	£0.1101	£0.1046	£0.1016	£0.0946	£0.0900
Gas	£0.0282	£0.0312	£0.0324	£0.0348	£0.0293	£0.0271	£0.0265
Carbon (CRC)	£17.70	£17.20	£16.90	£16.40	£12.00	£12.00	£12.00

## Carbon emissions

### FIGS. 17-20 SCOPE

- **Managed portfolio:** Emissions from electricity, gas, oil, vehicle fuel and water obtained by British Land and consumed. Refrigerant loss from air conditioning units. Waste managed by British Land.
- **Developments:** Major developments completed within the year. Includes 100% of emissions from our developments, joint venture developments and developments undertaken by others with our funding.
- **Corporate:** Electricity in floors and areas occupied by British Land and Broadgate Estates. Fuel use by British Land employee business travel.

### FIGS. 17-20 METHODOLOGY – MANAGED PORTFOLIO

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government Conversion Factors for Company Reporting 2017'.
- Carbon conversion emissions factors for 2018 (see Table 5) are sourced from Defra/DECC's 2017

guidelines, except for refrigerant R417A gases, which are currently not present in the guidelines. A weighted average emission factor for refrigerants R134a, R125 and R600 gases has been used for R417A gases. Conversion factors for 2016 and 2017 are sourced from earlier Defra/DECC guidelines.

- Emissions are reported as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e). This includes the six main GHG emissions covered by the Kyoto Protocol, in line with common practice: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), hydrofluorocarbons (HFCs), nitrous oxide (N<sub>2</sub>O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF<sub>6</sub>).
- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG Protocol, as follows:
  - Scope 1: Combustion of fuels, refrigerant loss.
  - Scope 2: Electricity use.
  - Scope 3: Gas, oil, electricity transmission losses and life-cycle emissions, water use, waste disposal, business travel.

### FIG. 17 METHODOLOGY – DEVELOPMENTS

- The scope is limited to major developments completed this year.
- Development emissions are calculated using British Land benchmarks (provided by Atkins) and measured floor areas. The exception is 5

Broadgate (completed in 2016), where the design and construction team measured and reported emissions.

- For more details, see page 87 of our [2016 Sustainability Accounts](#).

### FIG. 17 TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 and 3) GREENHOUSE GAS EMISSIONS

- Scope 1 emissions: Managed portfolio fuel use in common parts and shared services and our own energy use reported in Fig. 22, along with emissions from refrigerant loss from air conditioning units in our managed portfolio (direct emissions as per EPRA guidance).
- Scope 2 emissions: Managed portfolio electricity use in common parts and shared services and our own energy use reported in Fig. 21 (indirect emissions as per EPRA guidance).
- For 2016 to 2018, we reported Scope 2 emissions according to a location-based and a market-based method. We use the location-based method to report our total carbon emissions and track performance against our 2009 baseline. The location-based method was also used for emissions reported in previous years.

- The location-based method reflects the average emissions intensity of the Grid. We use the Defra UK Grid average emissions factor for the location-based method ('Electricity generated Scope 2 direct').
- The market-based method reflects emissions from electricity that we purchase. We use supplier specific emission rates where available and the residual mix emissions factor for the remaining supplies (see Table 5).
- In 2018, 97% of our purchased electricity was backed by Renewable Energy Guarantees of Origin (REGOs). This is based on electricity contracts and a report from our energy supplier's assurance provider. In 2016, the total supplier's fuel mix was used.
- 2018 residual mix emission factor is sourced from RE-DISS European Residual Mixes 2016, Version 1.2, 15 June 2017.
- Market-based emissions data is reported as carbon dioxide (CO<sub>2</sub>).
- Scope 3 emissions: Energy and water use reported in Figs. 21, 22 and 27, and waste disposal reported in Fig. 30, along with emissions from refrigerant loss from air conditioning units in our managed portfolio, developments (including both embodied carbon and site activities) and fuel use in British Land owned vehicles and business travel (indirect emissions as per EPRA guidance).
- For 2018, Scope 3 emissions resulting from water use at retail sites are reported for all sites that reported water use in Fig. 27 and partially reported for some of the retail sites where water data was not complete and therefore not included in Fig. 27.
- In 2016, emissions for British Land business travel are calculated by converting employee business travel expenditure to kilometres travelled and applying the conversion factors. We did not report the business travel emissions in 2018 and 2017.
- 2016 business travel conversion factors:
  - Air travel: £0.16/km (incl. VAT).
  - Fuel/mileage (car): £0.29/km.
  - Taxis: £2.87/km (incl. VAT).
  - Rail: £0.32/km (incl. VAT).

#### FIG. 18 LIKE-FOR-LIKE TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 and 3) GREENHOUSE GAS EMISSIONS

- Emissions relate to energy and water use reported in Figs. 23 and 28, and waste disposal reported in Fig. 31.
- Like-for-like Scope 2 emissions are reported according to the location-based method.

#### FIG. 19 ADDITIONAL ESTIMATED SCOPE 3 FOOTPRINT

- For the methodology, see page 89 of our [2016 Sustainability Accounts](#).

Table 5: Carbon conversion factors

Resource type		UK
Electricity generated, location-based	Electricity generated Scope 2 direct GHG (kg CO <sub>2</sub> e/kWh)	0.35156
	Electricity generated Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	0.05605
Electricity generated, market-based	REGO backed electricity (kg CO <sub>2</sub> e/kWh)	0.00000
	Residual mix for GB (kg CO <sub>2</sub> e/kWh)	0.39053
Electricity losses	Electricity losses Scope 3 direct GHG (kg CO <sub>2</sub> e/kWh)	0.03287
	Electricity losses Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	0.00524
Gas (net calorific value)	Natural gas Scope 1 direct GHG (kg CO <sub>2</sub> e/kWh)	0.20463
	Natural gas Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	0.03094
Oil	Gas oil Scope 1 direct GHG (kg CO <sub>2</sub> e/litres)	2.95351
	Gas / diesel oil Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/litres)	0.63038
Refrigerants	HFC 134a (GWP/tonne)	1430.0
	R407c (GWP/tonne)	1774.0
	R410a (GWP/tonne)	2088.0
	R417a (GWP/tonne)	2346.0
Fuel use	Diesel Scope 1 (kg CO <sub>2</sub> e/litre)	2.67193
	Diesel Scope 3 (kg CO <sub>2</sub> e/litre)	0.62566
	Petrol Scope 1 (kg CO <sub>2</sub> e/litre)	2.19835
	Petrol Scope 3 (kg CO <sub>2</sub> e/litre)	0.59549
	LPG Scope 1 (kg CO <sub>2</sub> e/litre)	1.50807
	LPG Scope 3 (kg CO <sub>2</sub> e/litre)	0.18961
Water	Water supply (kg CO <sub>2</sub> e/m <sup>3</sup> )	0.34400
Waste	Re-use – Wood (kg CO <sub>2</sub> e/tonne)	64.51
	Re-use – Clothing / textiles (kg CO <sub>2</sub> e/tonne)	21.76
	Anaerobic digestion (kg CO <sub>2</sub> e/tonne)	21.76
	Recycling – Commercial and industrial (kg CO <sub>2</sub> e/tonne)	21.76
	Recycling – Batteries – consumer (kg CO <sub>2</sub> e/tonne)	64.64
	Recycling – WEEE – mixed (kg CO <sub>2</sub> e/tonne)	21.76
	Incineration – Energy recovery (kg CO <sub>2</sub> e/tonne)	21.76
	Landfill (kg CO <sub>2</sub> e/tonne)	100.07

## Energy use

### FIGS. 21, 22, 24 SCOPE – MANAGED PORTFOLIO

Table 6: Scope of energy reporting

Property type	Total properties	Resource type	Scope	Outside scope – reason	Properties not reporting*
Retail	58	Electricity	52	6 – No landlord procured electricity	1
		Fuel	15	43 – No common parts gas use	1
Offices	43	Electricity	41	2 – No landlord procured electricity	1
		Fuel	34	9 – No shared services gas use	2
Residential	12	Electricity	12	-	9
		Fuel	3	9 – No shared services gas use	3
<b>Overall</b>	<b>113</b>	<b>Total energy</b>	<b>105</b>	<b>8 – as above</b>	<b>11</b>

\* Unable to obtain or verify data

### FIGS. 21-24 METHODOLOGY – MANAGED PORTFOLIO

- As per EPRA Best Practice Recommendations, energy data covers energy procured by British Land.
- Where asset energy data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2018, this accounts for 2% of total reported consumption.
- At our retail properties, where meters serve both common parts and occupier areas, sub-meter readings are deducted from the meter total to provide common parts consumption. Where this is not possible, the split between common parts and occupier consumption is estimated. Where an estimate is not available, mixed meters are reported in common parts.
- At the majority of our managed offices, common parts, shared services and occupier direct use is sub-metered. Where sub-metering is not available, the split between common parts, shared services and occupier consumption is estimated.
- Energy use relating to vacant space or vacant units is included in common parts.
- Energy use for major development works at our assets is deducted from total consumption.
- Oil use is measured where possible. Otherwise, it is estimated based on methods that reflect what equipment is being used for.
- See Table 7 for fuel oil conversion factors.
- On-site renewables at our offices comprise photovoltaic panels at three of our offices: 10 Portman Square, 20 Triton Street and 7 Clarges.
- This energy is used on site and included in common parts data.
- Low carbon technologies at our offices include a combined heat and power (CHP) plant at 10 Brock Street, an air source heat pump at 350 Euston Road and a ground source heat pump at 10 Portman Square. Fuel use in CHP is reported in Figs. 22, 23 and 24. The resulting electricity was excluded from Figs. 21, 23 and 24 to avoid double counting. The heat and power output from CHP is reported in Fig. 24.
- On-site renewables in retail comprise photovoltaic panels at Whiteley, Serpentine, St Stephen's, Deepdale, Orbital and Old Market. Energy generated at St Stephen's and Serpentine is both consumed on site (common parts energy use) and exported to the Grid. Energy generated at Orbital is consumed on site. Energy generated at Whiteley, Deepdale and Old Market is exported to the Grid.

- Proportion of purchased electricity from renewable sources is calculated as Total renewable electricity purchased / Total purchased electricity.
- Proportion of total electricity from renewable sources is calculated as Self-generated renewable electricity and Total renewable electricity purchased / Total electricity consumption.

**Table 7: Conversion factors**

Resource type	Unit	Rate to kWh
Fuel oil	Litres	11.88
Diesel		10.64
LPG		7.01
Petrol		9.57
Gas	m <sup>3</sup>	11.01

**FIG. 24 TOTAL ENERGY CONSUMED AND GENERATED ON SITE**

- Total managed portfolio and corporate energy use (MWh) reported in Figs. 21 and 22.
- Generation relates to electricity and heat produced on site, from renewable and/or low carbon sources.

**FIG. 26 ENERGY EFFICIENCY – DEVELOPMENTS**

- Major developments active this year submitted for planning permission and subject to building regulations, excluding public realm works.
- 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.
- The percentage improvement is calculated as: Target Emission Rate (TER) – Building Emission Rate (BER) / TER x 100. The TER is the maximum allowable emissions for that building (referred to as notional emissions in 2010 regulations). BER is the predicted, regulated emissions based on the output of the building-specific software simulation (Dwelling Emission Rate in residential projects).
- The percentage improvement for each unit is based on engineers’ reports or building regulations submissions, using accredited software.
- The average percentage improvement is calculated based on the number of units, without reference to the size of the building.

## Water use

### FIG. 27 SCOPE – MANAGED PORTFOLIO

Table 8: Scope of water reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting*
Retail	58	29	29: No common parts water use	24
Offices	43	41	2: No landlord procured water use	5
Residential	12	0	12: No common parts water use	0

\* Unable to obtain or verify data

### FIGS. 27-28 METHODOLOGY– MANAGED PORTFOLIO

- Water data comprises mains and non-mains water used in our multi-let managed portfolio.
- Where asset water data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2018, this accounts for 3% of total reported consumption.
- Borehole water relates to use in the common parts at Meadowhall. Some borehole water is used to backwash the cleaning filters associated with the borehole plant. This water is not reported.
- In offices, we only report whole building use, as there is insufficient sub-metering to do otherwise.
- In retail and residential, we only report common parts use. For retail, 2018 includes data for five retail properties. Data was not verified and potentially incomplete for the other 24 sites and therefore not reported.
- Water use for major development works at our assets is deducted from the total consumption.

## Resource use intensity

### FIGS. 20, 25, 29 METHODOLOGY Intensity Index

- Our index methodology tracks and reports the relative resource efficiency of our entire managed portfolio over time and demonstrates performance against our 2009 baseline.
- We report an index score for energy, carbon and water.
- Each property is classified by asset type: 'office', 'retail – enclosed' and 'retail – open air'.
- Residential properties are excluded from the intensity index calculations as the data is insufficient for both the current and baseline years.
- Each index score is based on the ratio of associated resource use or emissions intensity against our 2009 baseline. The overall portfolio index is calculated by weighting each asset class by total resource use or emissions per reporting year.
- Scope 1 and 2 intensities for retail and offices are reported in Fig. 20 in this Report and in our Annual

Report and Accounts 2018. For the financial ratio, see 'Carbon Emissions Scope 1 and 2 Financial Intensity Measures'.

- Properties are only included in intensity indexes where they have robust denominator data (floor area, footfall, car park spaces or number of workstations) and resource use data (energy or water) and where they have been owned and managed by British Land for the entire reporting year (retail) or 18 months (offices and refurbishments).
- Energy intensity is calculated using 'kWh equivalent' and adjusted for weather variance using our degree day methodology described below. kWh equivalent conversion factors are:
  - Electricity: 1.0.
  - Natural gas: 0.4.
  - Fuel oil: 0.4.
- **For offices:**
  - Landlord energy intensity relates to consumption for shared services and in common parts.
  - Resource use data relating to vacant space is excluded.
  - Floor areas relate to Net Internal Areas (NIA).
  - For landlord energy and carbon intensity ratios, floor areas are adjusted for voids. Where voids exceed 20% of NIA, floor areas are adjusted to 80% of NIA.
  - Fuel oil data was not available for 2009, so 2010 data was applied to both years.
  - For water intensity, workstations are used as the denominator.
  - Estate areas (public realm) are excluded from the intensity calculations.



#### – For retail:

- Landlord energy intensity relates to consumption in common parts and car park areas. Common parts are used as the denominator for 'retail – enclosed' and car park spaces for 'retail – open air'.
- Resource use data relating to vacant space is excluded.
- Industrial, leisure and other retail assets are excluded from the intensity calculations based on the de minimis rule.
- For water intensity, footfall is used as the denominator.
- Borehole consumption data was estimated for 2009.

#### Degree day corrected data

- Degree day corrected data is used for our index methodology.
- 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 15.5°C.
- Cooling degree days (CDD): quantify the number of days and the length of time that temperatures have exceeded 15.5°C.
- The HDD calculation: Gas kWh/HDDs for reporting year = kWh per HDD; kWh per HDD multiplied by 10 year HDD average = normalised gas kWh.

- The CDD calculation: Shared services electricity kWh/CDDs for reporting year = kWh per CDD; kWh per CDD multiplied by 10 year CDD average = normalised shared services electricity. In our CDD calculation, we estimate and exclude baseline consumption that takes place regardless of external temperatures. We only normalise for CDD from April to September.
- We test for the correlation between outside air temperature and heating or cooling consumption using the R<sup>2</sup> correlation coefficient. We calculate the R<sup>2</sup> correlation for the last 12 or 24 months depending on data availability. Where correlation is weak (less than 0.7), data is excluded from DD normalisation.
- We source our degree day data from [www.degree-days.net](http://www.degree-days.net)
- We recognise that:
  - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. Properties that use gas solely for heating hot water for non-space heating purposes are excluded from our normalisation.
  - Not all shared services electricity consumed is for the direct provision of cooling. In retail, we cannot separate energy consumed for cooling from other common parts energy use and therefore CDD is not used in retail.

#### Other intensity measures

- Residential properties are only included in intensity calculations where common parts consumption data for the entire reporting year is available.
- Group occupied floors relates to the Net Lettable Area (NLA) occupied by British Land and Broadgate Estates.

#### – Carbon emissions Scope 1 and 2 financial intensity measures:

- We publish our financial Scope 1 and 2 emissions intensity in our Annual Report and Accounts 2018.
- Financial intensity ratio expresses absolute Scope 1 and 2 emissions in relation to Gross Rental Income for properties in the managed portfolio.
- Absolute Scope 1 and 2 emissions relate to managed portfolio electricity, gas use and refrigerant loss from air conditioning, and fuel use in British Land owned vehicles.
- Gross Rental Income (GRI) from the managed portfolio comprises Group GRI of £441 million (2017: £442 million), plus 100% of the GRI generated by joint ventures and funds of £385 million (2017: £437 million), less GRI generated by assets outside the managed portfolio of £235 million (2017: £259 million).

## Waste and materials

### FIG. 30 WASTE MANAGEMENT SCOPE – MANAGED PORTFOLIO

Table 9: Scope of waste reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting*
Retail	58	48	10: No managed waste	14
Offices	43	39	4: No managed waste	6

\* Unable to obtain data

#### FIGS. 30-31 WASTE MANAGEMENT METHODOLOGY – MANAGED PORTFOLIO AND CORPORATE

- Waste data covers hazardous and non-hazardous waste managed by British Land. Occupier waste not managed by us is not reported.
- Hazardous waste is only reported for our three London campuses and British Land's corporate offices. Robust tonnage data was not available for all sites in our managed portfolio.
- Waste sent to a Material Recovery Facility (MRF) is included in recycling, incineration and/or landfill figures. MRF output is calculated at a site level, monthly, based on each facility's average performance.
- British Land Offices waste covers waste generated in British Land's Head Office.
- Broadgate Estates offices waste is included in the property where the management office is located.
- Waste data is estimated for March, using data from the previous period and site team operational knowledge.

#### FIG. 32 WASTE MANAGEMENT – DEVELOPMENTS

- Covers waste generated on developments active this year, both major and small.
- Our waste data has a fairly high accuracy rate, as it is a legal requirement in the UK to document the generation and disposal of construction waste. No pro-rating is undertaken for developments' waste data, given the diversity of site activities.
- Re-use on site refers to waste generated from construction or demolition activities, which is re-used in the construction process or permanently in the new construction or re-used offsite at another location
- Where we cannot verify if materials sent to landfill were used for landfill site structure or capping a disposal area, we adopt the WRAP Diversion Rate of 50% landfill. See [WRAP Reporting Guidance](#).
- Site waste reporting varies between tonnes and m<sup>3</sup> of waste across the industry.
- Landfill tax costs are indicative only. Landfill tax costs are calculated by multiplying waste diverted from landfill by the relevant landfill tax cost factor (£88.95 in 2018) as this consists mainly of construction waste as opposed to inert waste in previous years.

#### FIG. 33 SUSTAINABLY SOURCED TIMBER

- Covers timber used on developments active this year, both major and small. FSC refers to timber sourced from the Forest Stewardship Council and PEFC to timber sourced from the Programme for the Endorsement of Forest Certification..

### Physical risks

#### FIG. 34 FLOOD RISK

- Covers all assets under management.
- High flood risk is defined as assets located in Flood Zone 3 in England and Wales or on a flood plain in Scotland and Northern Ireland.
- The proportion of high flood risk assets with flood risk management plans is calculated as a proportion of asset value.

#### FIG. 35 ENVIRONMENTAL COMPLIANCE

- Covers all developments and all managed properties.
- Significant or serious incidents involve a third party to help solve or mitigate the problem and should have been reported to the relevant local authority or the Environment Agency

# Skills and Opportunity

## Bright Lights

### FIG. 36 PEOPLE SUPPORTED INTO EMPLOYMENT

- We define 'supported into employment' as people who move into paid employment or apprenticeships as a direct result of our involvement and funding through **Bright Lights**, our skills and employment programme. Initiatives include:
  - Apprenticeships fully or part funded through British Land at our places and in our local communities, including those in our supply chain and funded through our service charges.
  - Apprenticeships driven through our construction suppliers and property teams, including apprentices working in off-site manufacturing for our developments.
  - People who progress into jobs through The Source Apprentice Support Service employment programme which we fund.
  - People who progress into jobs through our Starting Out pre-employment courses.
  - People on graduate schemes and internships in our Group offices.
  - People who progress into jobs through our other employment programmes, such as Broadgate Connect.
- Data excludes beneficiaries of Bright Lights who do not progress to employment. It also excludes people who progress into jobs through jobs fairs at our places.
- Apprenticeship reporting at our Head Office only includes new apprentices.
- The apprentice funding figure relates to additional contributions (both in consultancy support and part funding) made by British Land in creating and sustaining apprentices which are not covered by pay roll.

### FIG. 37 APPRENTICES IN OUR SUPPLY CHAIN

- Apprenticeships are accredited work-based training programmes which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.
- Proportion of supply chain workforce who are apprentices calculated by dividing the sum of our suppliers' UK apprentices by their total UK employees.
- Data covers direct suppliers and sub-contractors, comprising:
  - Main development contractors working on British Land projects.
  - Sub-contractors on our managed portfolio with whom we spend over £250,000 annually for critical service categories across our managed portfolio. In 2018, this group makes up 68% of total service charge spend. Critical service categories include security, cleaning, mechanical and electrical maintenance, lift maintenance, building fabric maintenance, waste management, construction and fit-out works, and planned preventative maintenance.
  - Sub-contractors on our developments: three development suppliers provided data on sub-contractors at seven sites.

## Procurement

### FIG.38 SPEND WITHIN 25 MILES AND WITH SMEs – DEVELOPMENTS

- Spend includes invoices paid or processed for payment.
- Spend data is cumulative for active developments, covering the entire project spend.
- Spend within 25 miles: expenditure with all suppliers providing a service to a British Land development from permanent business premises with a postcode within 25 miles of the British Land development. This is calculated using the driving distance. Local branches of national firms are included if within the defined area.
- Spend within site borough: expenditure with all suppliers providing a service to a British Land development from permanent business premises with a postcode within the borough of the British Land development. This is defined as an organisation with a postcode within the defined S106 agreement or equivalent boundary set by British Land where no S106 is in place. Local branches of national firms are included if within the defined area.
- Spend with SMEs: expenditure with all suppliers that are micro, small or medium sized enterprises (SMEs). This is defined as an organisation employing fewer than 250 people.

### FIG. 39 PROMPT PAYMENT

- For our corporate and managed portfolio tier 1 suppliers, we report payment within 30 days from the date of the invoice. Corporate data is normalised to exclude disputes and intergroup transactions.
- Data for 2016 and 2017 restated to include all invoices paid in the period.

## Supplier workforce

### FIG. 40 SUPPLIER WORKFORCE PAID AT LEAST LIVING WAGE FOUNDATION RATE

- Covers hours worked by employees and contractors, working regularly at our managed properties.
- Living Wage Foundation rates per hour are sourced from [www.livingwage.org.uk/what-living-wage](http://www.livingwage.org.uk/what-living-wage)
  - 2017: £10.20 or more for work in London or £8.75 for work outside London.
  - 2016: £9.75 or more for work in London or £8.45 for work outside London.
  - 2015: £9.40 or more for work in London or £8.25 for work outside London.

## Group employment

### FIGS. 41-51 SCOPE

- Permanent time equivalents (FTEs) as of 31 March 2018 at British Land and Broadgate Estates.
- Include those on maternity and paternity leave, long-term sick leave and 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, apprenticeships, temporary employees, contractors and consultants.
- Employment type is defined as shown in Table 10 unless otherwise stated.

Table 10: Employment levels

Employment type	British Land	Broadgate Estates
Executive directors	Permanent FTEs who are British Land Board Directors	Board Executive directors, excluding those employed by British Land
Senior management	Executive committee, levels II and III	Associate Directors (including Portfolio directors) and Senior managers
Middle management and non-management	All employees excluding Executive directors and Senior management	All employees excluding Executive directors and Senior management
Employees	All permanent FTEs	All permanent FTEs

### FIG. 42 NEW EMPLOYEES

- The new hires rate is calculated by dividing the number of new hires by the total number of FTEs within that population (i.e. 'total employees').

### FIG. 43 EMPLOYEE TURNOVER

- 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, moving affected employees 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. 41 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.

### FIG. 44 SALARY AND REMUNERATION

- Only individuals employed for the whole year, 1 April 2017 to 31 March 2018, are included.
- Figures include salary, bonus, car allowance and private medical insurance.
- Remuneration related to share schemes is not included.
- For British Land, the bonus element is estimated based on planned bonuses approved by finance and agreed with human resources. Final bonus calculations are undertaken outside this report timeframe. Therefore, the distribution is an estimate across the groups reported on: Executive Directors, Senior management and Non-management / middle management. This does not include a bonus for leavers, due to the timing of when this bonus is paid.
- For Broadgate Estates, the bonus element is based on the prior year bonus paid, as current year bonuses have not yet been decided.
- Salary and bonus payment data for part time employees has been pro-rated to their FTE data.

**FIG. 45 GENDER PAY GAP**

- British Land and Broadgate Estates comply with the mandatory government criteria for gender pay gap reporting.
- All employees employed on 5 April 2017 are included in the data. This includes everyone on payroll, including fixed term employees, interns and apprentices.
- Pay data includes salary, car allowance, fire warden and first aid allowance.
- Salary data for part time employees has been pro-rated to their FTE data.
- Any bonus received in the year preceding 5 April 2017 is included in the bonus calculations and is not pro-rated.
- Full details of gender pay gap reporting can be found on [www.gov.uk](http://www.gov.uk)

**FIGS. 46-48 EMPLOYEE DIVERSITY – GENDER, AGE, ETHNICITY**

- British Land Board of Directors data includes Non-executive directors in addition to FTE.
- British Land Board of Directors data is based on headcount rather than FTE.
- Broadgate Estates Board of Directors data is based on employees only; Non-executive directors are British Land employees and so already reported.
- From 2016, ethnicity data has been captured through the human resources systems upon request from human resources. All data has been given voluntarily by employees.
- British Land data for 2018 was collected through an anonymous diversity survey carried out in June 2017.
- For reporting purposes, we use the Office of National Statistics ethnicity categories, shown in Table 11.

**Table 11: Ethnicity**

Category	Includes
Asian	Asian – Bangladeshi
	Asian – Chinese
	Asian – Indian
	Asian – Pakistani
	Asian – Other
Black	Black – African
	Black – Caribbean
	Black – Other
Mixed	Mixed – Other
	Mixed – White and Asian
	Mixed – White and Black African
	Mixed – White and Black Caribbean
Other	Arab
	Other Ethnic Groups
White	White – English/Welsh/Scottish/Northern Irish
	White – Gipsy or Irish Traveller
	White – Irish
	White – Other
Not disclosed	Includes employees who have actively chosen not to disclose and employees who did not respond at all

**FIG. 50 EMPLOYEE TRAINING – PROPORTION BY CATEGORY**

- Proportion of employee data regarding anti-corruption and bribery, information security, and health and safety is a rolling result, representing employees at 31 March 2018. It excludes new starters, who have six weeks to complete the training, and are therefore reported in the next financial year. Anti-corruption and bribery, information security and health and safety training are mandatory training modules. All employees complete these training modules while employed at British Land and Broadgate Estates.
- From 2019, we will report GDPR awareness training, which British Land launched in March 2018.

**FIG. 51 ANNUAL PERFORMANCE REVIEW**

- Proportion of total employees (not FTE) who received a regular performance and career development review during the reporting period.
- This proportion is calculated for employees employed by British Land or Broadgate Estates since the beginning of the performance review year.

## Our EPRA Index 2018

The European Public Real Estate Association (EPRA) published the third edition of its Best Practice Recommendations on Sustainability Reporting in September 2017. For the first time, this included social and governance performance measures, as well as environmental. For each EPRA indicator, we outline below where data can be found in this Report or in our Annual Report and Accounts 2018.

EPRA Sustainability Performance Measures - Environment	British Land Sustainability Accounts
Elec-Abs (Total electricity consumption)	Fig. 21: Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	Fig. 23: Like-for-like total electricity and fuel consumption
DH&C-Abs (Total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption.
DH&C-LfL (Like-for-like total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption.
Fuels-Abs (Total fuel consumption)	Fig. 22: Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	Fig. 23: Like-for-like total electricity and fuel consumption
Energy-Int (Building energy intensity)	Fig. 25: Building energy index and intensity
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	Fig. 17: Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	Fig. 17: 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. 18: Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-LfL (Like-for-like total indirect greenhouse gas (GHG) emissions)	Fig. 18: Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Int (Greenhouse gas (GHG) intensity from building energy consumption)	Fig. 20: Greenhouse gas index and intensity from building energy consumption
Water-Abs (Total water consumption)	Fig. 27: Total water consumption
Water-LfL (Like-for-like total water consumption)	Fig. 28: Like-for-like total water consumption
Water-Int (Building water intensity)	Fig. 29: Building water index and intensity
Waste-Abs (Total weight and total weight by disposal route) – Non-Hazardous and Hazardous	Fig. 30: Waste management – managed portfolio and corporate We are working to report the hazardous split by disposal route in the near future.
Waste-LfL (Like-for-like total weight of waste by disposal route)	Fig. 31: Like-for-like waste management – managed portfolio
Cert-Tot (Type and number of sustainably certified assets)	Figs. 13-15: Sustainability ratings

## EPRA Sustainability Performance Measures - Social

## British Land Sustainability Accounts

Diversity-Emp (Employee gender diversity)	Fig. 46: Employee diversity - gender
Diversity-Pay (Gender pay ratio)	Fig. 44: Salary and remuneration
Emp-Training (Training and development)	Fig. 49: Employee training – average hours
Emp-Dev (Employee performance appraisals)	Fig. 51: Annual performance review
Emp-Turnover (Employee turnover and retention)	Fig. 42: New employees Fig. 43: Employee turnover
H&S-Emp (Employee health and safety)	Fig. 4: Accidents - managed portfolio and corporate Fig. 7: Lost working days
H&S-Asset (Asset health and safety assessments)	Fig. 6: Health and safety – compliance
H&S-Comp (Asset health and safety compliance)	Fig. 6: Health and safety – compliance
Comty-Eng (Community engagement, impact assessments and development programmes)	Fig. 1: Performance overview – 2020 target 'Progress implementing our Local Charter at all key assets and major developments'. We will report on this target from 2019. Fig. 1: Performance overview – Progress implementing Sustainability Action Plans at strategic assets. These plans include community engagement.

## EPRA Sustainability Performance Measures - Governance

## British Land Annual Report and Accounts

Gov-Board (Composition of the highest governance body)	Our Board's Executive and Non-Executive Directors are reported in the Annual Report on pages 58-61. Average tenure of Non-Executive Directors is reported in the Annual Report on page 75.
Gov-Select (Nominating and selecting the highest governance body)	The appointment process for new directors is reported in the Nomination Committee Report on pages 74-75 in the Annual Report.
Gov-CoI (Process for managing conflicts of interest)	The Board procedure for managing conflicts of interest is reported in the Annual Report on page 66.

# 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 Sustainability Accounts for the year ended 31 March 2018.

## 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 for the year ended 31 March 2018 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 Sustainability Accounts for the year ending 31 March 2018 (the “Selected Information”). The Selected Information is summarised in the table below. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Sustainability Accounts for the year ending 31 March 2018.

We assessed the Selected Information using British Land’s Reporting Criteria as set out at [www.britishland.com/sustainability](http://www.britishland.com/sustainability).

## Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits and Reviews of

Sustainability Accounts Reference	Selected Information
4	Accidents – managed portfolio and corporate
5	Accidents – developments
13	Sustainability ratings
16	Energy efficiency investments and savings
17	Total direct and indirect (Scopes 1, 2 & 3) greenhouse gas emissions
18	Like-for-like total direct and indirect greenhouse gas emissions
20	Greenhouse gas index and intensity
21	Total electricity consumption
22	Total fuel consumption
23	Like-for-like total electricity and fuel consumption
24	Total energy consumed and generated onsite
25	Building energy index and intensity
30	Waste management – managed portfolio and corporate
31	Like-for-like waste management – managed portfolio
32	Waste management – developments
44	Salary and Remuneration

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) 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 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 2018.

### 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 analysing corporate head office and 45 sites (including 2 physical site visits), selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group 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 45 sites to check that data had been appropriately measured, recorded, collated and reported. Where supporting evidence was provided in a written report from a third party, we have assessed the independence and competency of the third party;
- evaluated the methodology and basis of the independent valuation of the developments carbon footprint, with respect to the developments carbon footprint data disclosed in table 17 of the Sustainability Accounts, but did not test in detail the underlying calculation models and assumptions; and
- considered the disclosure and presentation of the Selected Information.

### 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 Sustainability Accounts for the year ending 31 March 2018.

### 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 20 February 2018, to assist the Directors in reporting British Land's Sustainability performance and activities. We permit this report to be disclosed in the Sustainability Accounts for the year ended 31 March 2018 and disclosed at [www.britishland.com/sustainability](http://www.britishland.com/sustainability), 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*

### PricewaterhouseCoopers LLP

Chartered Accountants  
London  
15 May 2018

<sup>1</sup>The maintenance and integrity of British Land's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on British Land's website.

## Further information

Sustainability information is integrated throughout our Annual Report:

 [www.britishland.com/annualreport](http://www.britishland.com/annualreport)

For more on our sustainability strategy and progress on our 2020 targets:

 [www.britishland.com/sustainability](http://www.britishland.com/sustainability)

## Contact us

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## About British Land

We are a leading UK commercial property company focused on high quality retail and London offices. Our strategy is to provide places which meet the needs of our customers and respond to changing lifestyles – Places People Prefer.



## *The Queen's Award for Enterprise*

British Land was awarded the UK's highest accolade for business success, for our continued economic, social and environmental achievements over five years

