

# FULL DATA REPORT

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**CORPORATE RESPONSIBILITY**  
2011

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# FULL DATA REPORT

All figures in this Report cover the period 1 April 2010 to 31 March 2011.

So you can be confident that we are reporting accurately – and on the issues that matter most to our business and our stakeholders – we commissioned PricewaterhouseCoopers LLP (PwC) to independently assure a selection of our most material 2010/11 data under the ISAE 3000 assurance standard.

→ 2010/11 data points covered by the PwC assurance statement throughout this report are marked with the symbol . Earlier data was assured by another provider.

→ For PwC's independent assurance statement please see Section 9 Assurance Statement.

For our reporting methodologies please see Section 10 Reporting Criteria.

Global Reporting Initiative (GRI) Indicator reference numbers are provided next to relevant figures.

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# 1. PROGRESS AGAINST MEDIUM-TERM TARGETS

## MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

TARGET	PROGRESS STATEMENT
To reduce managed energy use by 20% for each property type by 2012, compared to 2009.	<p>We are on track to achieve this target, having reduced total energy use (common parts and shared services) by 15% across our like-for-like portfolio in 2010/11, compared to 2008/09.</p> <p>Across our entire managed portfolio, we reduced energy intensity per m<sup>2</sup> by 12% in our offices, 28% in our shopping centres and 22% in our retail parks. Intensity per m<sup>2</sup> increased by 21% in our Continental European properties, and we are working with our managing agents to address this.</p>
To send zero managed waste to landfill from all our properties and developments by 2012.	<p>We have made good progress on this target, having diverted 96% of all managed waste from landfill on our developments in 2010/11 (up from 93% in 2009/10) and 84% at our properties (up from 83% in 2009/10).</p> <p>We do not expect to achieve this challenging target by 2011/12. Across the UK, provision of waste management facilities varies considerably, and so some of our properties and developments do not have good access to high-performing materials recycling facilities or cost-effective incineration plants.</p> <p>We will, however, continue to focus on increasing recycling rates and diverting waste from landfill.</p>
To reduce managed water use by 20% per m <sup>2</sup> for each property type by 2015, compared to 2009.	<p>We are on track to achieve this target, having reduced water use by 14% across our like-for-like portfolio in 2010/11, compared to 2008/09.</p> <p>Across our entire managed portfolio, we reduced water intensity per m<sup>2</sup> by 7% in our offices, 1% in our shopping centres, 52% in our retail parks and 2% in our Continental European properties.</p>
To achieve planning consent for a zero carbon commercial building by 2015.	<p>We have made some progress towards this target and believe that we will achieve it by 2015, in advance of the Government's aim for all new non-domestic buildings to be zero-carbon from 2019.</p> <p>Our developments are designed to have 30% lower carbon emissions on average than current standards.</p> <p>Next year, we will be exploring opportunities to achieve this target on specific projects and we will work with the Government to refine the emerging definition of zero-carbon.</p>

# 1. PROGRESS AGAINST MEDIUM-TERM TARGETS

## EXCEEDING CUSTOMERS' EXPECTATIONS

TARGET	PROGRESS STATEMENT
To achieve 80% customer satisfaction with us and our managing agents by 2013.	In the UK, we successfully achieved the target for satisfaction with us, as 80% of our customers surveyed in 2011 rated us good or excellent. Our managing agents also made excellent progress, with 67% of our customers rating them good or excellent, up from 43% in 2009.

## FOCUSING ON LOCAL COMMUNITIES

TARGET	PROGRESS STATEMENT
To set a 2015 target for local satisfaction with British Land as a developer.	<p>We commissioned independent pilot surveys at three of our projects, with 91% of participants rating satisfaction as very good. Going forward, we will evaluate our performance on all major developments.</p> <p>As part of our efforts to tailor our approach at individual properties and developments to suit local circumstances, we have decided to set local targets rather than a 2015 target for overall satisfaction. This is based on local feedback, expert advice and internal review. We will also continue to set annual targets as appropriate.</p>

## PEOPLE

TARGET	PROGRESS STATEMENT
To set a 2015 target for staff satisfaction with British Land as an employer.	<p>92% of our Head Office employees rated us very highly as an employer and 80% are very satisfied at work.</p> <p>We have set an ongoing target to maintain 80% staff satisfaction, as measured in our next independent survey.</p>

# 1. PROGRESS AGAINST ANNUAL TARGETS

## MANAGING BUILDINGS EFFICIENTLY

### → ENERGY

TARGET	PROGRESS STATEMENT	PROGRESS
Reduce British Land controlled energy intensity per m <sup>2</sup> by 5% for each property type.	We reduced total energy intensity by 4% across our like-for-like portfolio in 2010/11, compared to 2009/10. Across our entire managed portfolio, we reduced energy intensity per m <sup>2</sup> as follows: → 4% at our offices (80%) → 2% at our shopping centres (40%) → 6% at our retail parks (100%) → 6% at our Continental Europe properties. (100%)	80%
Reduce total building energy intensity per m <sup>2</sup> by 3% across our office portfolio.	We exceeded this target, having reduced total building energy intensity per m <sup>2</sup> by 12% across our office portfolio.	100%
Pilot a system to collect energy data from occupiers where we do not provide the supply.	We completed a pilot to collect energy data from retail occupiers where we do not provide the supply.	100%
Provide occupiers with detailed energy statements for their buildings, where data is available.	We provided all multi-let office occupiers with detailed energy statements.	100%

### → WASTE MANAGEMENT

TARGET	PROGRESS STATEMENT	PROGRESS
Recycle 55% of managed waste.	We recycled 53% of managed waste across our portfolio. We will continue to set challenging targets for waste management.	96%
Divert 90% of managed waste from landfill.	We diverted 84% of managed waste from landfill. We will continue to set challenging targets for waste management.	93%
Ask all occupiers to apply our guidelines to their fit-out projects, targeting 50% acceptance.	We asked 58% of occupiers undertaking fit-out projects to apply our guidelines, of which 39% accepted.	40%

### → WATER

TARGET	PROGRESS STATEMENT	PROGRESS
Reduce total mains water use by 2% per m <sup>2</sup> .	We exceeded this target, having reduced like-for-like water use per m <sup>2</sup> by 4% across our managed portfolio.	100%




# 1. PROGRESS AGAINST ANNUAL TARGETS

## DEVELOPING SUSTAINABLE BUILDINGS


### → SUSTAINABLE DEVELOPMENT

TARGET	PROGRESS STATEMENT	PROGRESS
All major office developments and refurbishments to achieve BREEAM Excellent ratings.	All seven of our major office developments and refurbishments achieved BREEAM Excellent ratings, or are designed to do so.	 100% 
All major retail developments to support BREEAM Very Good ratings in areas we control.	Three of our four major retail developments achieved BREEAM Very Good ratings in areas we control, or are designed to do so. One project, managed by a joint venture partner, did not achieve this target.	 75% 
All residential developments to achieve Code for Sustainable Homes Level Four or EcoHomes Excellent ratings.	The one residential development which achieved planning permission this year is designed to achieve an EcoHomes Excellent rating.	 100% 
Apply our Sustainability Brief, or an equivalent, to developments conducted through joint ventures or partnerships, and all developments with a construction cost over £500,000.	We applied our Sustainability Brief for Developments, or an equivalent, to 22 of 23 applicable developments.	 96%
Update the Sustainability Brief for Developments.	We updated and published our Sustainability Brief for Developments version three in February 2011.	 100%




### → WASTE MANAGEMENT

TARGET	PROGRESS STATEMENT	PROGRESS
Divert 97% of demolition and strip-out waste from landfill.	Across ten demolition projects, we diverted 92% of demolition and strip-out waste from landfill.	 95%
Divert 90% of construction and fit-out waste from landfill.	We exceeded this target, diverting 99% of construction and fit-out waste from landfill across ten construction projects.	 100%
25% of materials by value in new buildings to comprise recycled content.	Five of ten development projects achieved or exceeded this target. Three projects did not achieve this target and two did not complete the appropriate WRAP calculations. On average, 27% of materials by value in our new buildings comprised recycled content.	 50%

### → SUPPLIERS

TARGET	PROGRESS STATEMENT	PROGRESS
Participate in the Corporate Health and Safety Performance Index.	We chose not to participate in this Index as, upon more detailed review, we concluded that it was more targeted to companies with offices in multiple locations, whereas British Land and Broadgate Estates (our wholly owned subsidiary) have a limited number of office locations. We therefore did not believe that the scheme would provide significant value for our health and safety processes. However, we did enhance our health and safety management processes, and appointed a new consultant to support our management team.	NA
Reportable accident rate on our development sites not to exceed 0.25 per 100,000 hours worked, and lost-day accident rate not to exceed 0.20.	Our lost-day accident frequency rate per 100,000 hours worked on our development sites was 0.00, better than our target. However, the reportable accident frequency rate was 0.46, not meeting our 0.25 target.	 50%

## ENHANCING BIODIVERSITY

TARGET	PROGRESS STATEMENT	PROGRESS
Invest £30,000 in initiatives to improve biodiversity.	We exceeded this target, having invested £69,463 in initiatives to improve biodiversity.	 100%
All major developments to result in a net improvement in site biodiversity.	Nine of ten major developments are designed to achieve an improvement in site biodiversity.	 90% 



# 1. PROGRESS AGAINST ANNUAL TARGETS

## EXCEEDING CUSTOMERS' EXPECTATIONS

### → CUSTOMERS

TARGET	PROGRESS STATEMENT	PROGRESS
90% of UK customers to rate us as an owner as good or excellent.	80% of UK customers rated us as an owner as good or excellent in a survey carried out by RealService.	 89%
60% of UK customers to rate our managing agents as good or excellent.	We exceeded this target, with 67% of UK customers rating our managing agents as good or excellent in a survey carried out by RealService.	 100%
70% of all customers surveyed to rate our understanding of their needs as good or excellent.	68% of customers rated our understanding of their needs as good or excellent in a survey carried out by RealService.	 97%

### → SUPPLIERS







Achieve 100% compliance on the Service Charge Code, as defined by the RealService benchmark.	We achieved 99% compliance with the Service Charge Code, as defined by the RealService industry benchmark.	 99%
All Property Managers Association retail service charge audits to achieve Gold or better, with each managing agent achieving at least one Platinum.	82% of Property Managers Association retail service charge audits achieved Gold or better, with three achieving Platinum and six achieving Gold.	 82%

## FOCUSING ON LOCAL COMMUNITIES

TARGET	PROGRESS STATEMENT	PROGRESS
Make cash contributions of £650,000 to support good community causes.	We exceeded this target, as Head Office made cash contributions of £665,666 to support good community causes.	 100%
All office estates and retail properties with on-site management to engage in at least two community initiatives.	14 out of 17 office estates and retail properties with on-site management engaged in at least two community initiatives during the year.	 82%
All properties to support local fundraising, with each shopping centre raising more than £50,000 and all office estates and shopping parks with on-site management raising over £20,000 each.	Nine out of 17 properties with on-site management achieved their fundraising target amounts. Three out of seven shopping centres raised more than £50,000 each and six out of ten office estates and shopping parks raised over £20,000 each.	 53%
Evaluate stakeholder and community satisfaction with at least 50% of our significant development activity.	We commissioned independent pilot surveys at three of our development projects, with 81% of participants rating satisfaction as very good. This includes Regent's Place which was the sole development considered significant (over £50 million in construction value) that achieved full planning consent, started the main contract on site, or completed construction during 2010/2011. Additional surveys were carried out at Colmore Row, Birmingham and the Beehive Centre, Cambridge.	 100%



# 1. PROGRESS AGAINST ANNUAL TARGETS

OUR PEOPLE		
TARGET	PROGRESS STATEMENT	PROGRESS
Undertake an independent staff survey and publish the results.	We commissioned an independent agency to carry out a staff survey on our behalf, publishing the results in our 2011 Corporate Responsibility Report. 92% of staff rated British Land very highly as an employer.	 100%
25% of all Head Office staff to participate in community volunteering.	We exceeded this target, as 31% of all Head Office staff participated in community volunteering.	 100%
Reduce Head Office electricity use by 5% per person (full-time equivalent).	We exceeded this target, reducing Head Office electricity use by 7% per person.	 100%
Reduce Head Office managed waste by 5% per person (full-time equivalent).	We exceeded this target, reducing Head Office managed waste by 10% per person.	 100%
Recycle 75% of Head Office managed waste.	We exceeded this target, recycling 82% of Head Office waste.	 100%
Provide guidance to staff and suppliers on appropriate modes of business travel.	We provide travel guidance to staff via email and to suppliers via an update to our Sustainability Brief for Management.	 100%

# 1. TARGETS FOR 2011/2012

## MANAGING BUILDINGS EFFICIENTLY

- Reduce like-for-like energy use (common parts and shared services) by 6% across our managed office portfolio, 4% in our shopping centres and 2% in our retail parks.
- Reduce like-for-like water use by 2% across our managed portfolio.
- Divert 95% of all managed waste from landfill, achieving a minimum 70% recycling rate in each of our managed office buildings and a minimum 60% recycling rate in each of our managed retail assets.

## DEVELOPING SUSTAINABLE BUILDINGS

- Divert a minimum of 98% of demolition and strip-out waste from landfill and a minimum of 96% of construction and fit-out waste from landfill.
- Achieve a minimum BREEAM Excellent rating on all major office developments and refurbishments, and support a minimum BREEAM Very Good rating on all major retail developments and refurbishments.
- Apply our Sustainability Brief, or an equivalent, to developments conducted through joint ventures or partnerships, and all developments with a construction cost over £300,000.
- Accident frequency rates for reportable accidents and lost day accidents on construction sites not to exceed 0.25 and 0.20 respectively.

## ENHANCING BIODIVERSITY

- Achieve a net improvement in site biodiversity on all major developments.
- Invest at least £45,000 in biodiversity enhancement across our portfolio, and report on the results.

## FOCUSING ON LOCAL COMMUNITIES

- 40% of all Head Office staff to participate in community volunteering.
- Make cash contributions of £750,000 to support good community causes.
- Get involved in at least two community initiatives, at all office estates and retail properties with on-site management.
- Support local fundraising at all managed properties with on-site management, setting individual property targets to raise from £5,000 to £85,000, at each shopping centre, retail park and office estate.

# 2. TARGETS FOR 2012/2013

## EXCEEDING CUSTOMERS' EXPECTATIONS

- 85% customer satisfaction with us.
- 75% customer satisfaction with our managing agents.

Our next portfolio-wide survey is due to take place in early 2013.

# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

## ENERGY

FIG. 2.1 TOTAL ENERGY USE AND COSTS GRI: EN3, EN4, EN29 Assurance excludes estimated energy costs (£)



Energy use (kWh)	2010/11										2009/10				Estimated energy costs (£)	
	Electricity	Gas	Oil	On-site renewable	Other energy	Total	Electricity	Gas	Oil	On-site renewable	Other energy	Total	2010/11	2009/10		
	Electricity	Gas	Oil	On-site renewable	Other energy	Total	Electricity	Gas	Oil	On-site renewable	Other energy	Total	2010/11	2009/10		
<b>British Land controlled energy use across our multi-let managed portfolio</b>																
Offices	71,008,396	27,078,674	300,160	29,879	n/a	<b>98,417,109</b>	68,294,394	22,678,130	1,061,840	n/a	n/a	<b>92,034,364</b>	£6,565,888	£6,524,526		
Shopping centres	17,240,766	2,935,224	758	n/a	n/a	<b>20,196,748</b>	15,539,102	2,895,686	n/a	n/a	n/a	<b>18,434,788</b>	£1,515,630	£1,429,476		
Retail parks	5,097,610	28,256	n/a	NR	n/a	<b>5,125,865</b>	5,393,485	26,591	n/a	NR	n/a	<b>5,420,075</b>	£429,817	£476,246		
Continental Europe	12,930,815	44	n/a	n/a	198,534	<b>13,129,393</b>	13,879,120	7	n/a	n/a	155,011	<b>14,034,138</b>	£895,167	£1,268,509		
<b>Sub-total</b>	<b>106,297,586</b>	<b>30,042,199</b>	<b>300,918</b>	<b>29,879</b>	<b>198,534</b>	<b>136,869,116</b>	<b>103,106,100</b>	<b>25,600,414</b>	<b>1,061,840</b>	<b>0</b>	<b>155,011</b>	<b>129,923,365</b>	<b>£9,406,402</b>	<b>£9,698,757</b>		
<b>Additional energy use</b>																
Occupier controlled energy use in our offices	96,376,114	n/a	n/a	n/a	n/a	<b>96,376,114</b>	98,124,619	n/a	n/a	n/a	n/a	<b>98,124,619</b>	£8,114,868	£8,654,592		
Energy use in areas occupied by Broadgate Estates in buildings not owned by British Land	81,762	4,000	n/a	n/a	n/a	<b>85,762</b>	50,400	4,000	n/a	n/a	n/a	<b>54,400</b>	£6,969	£4,527		
Fuel use in British Land owned vehicles	n/a	n/a	n/a	n/a	498,798	<b>498,798</b>	n/a	n/a	n/a	n/a	408,330	<b>408,330</b>	£55,054	£39,120		
<b>Sub-total</b>	<b>96,457,876</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>498,798</b>	<b>96,960,674</b>	<b>98,175,019</b>	<b>4,000</b>	<b>0</b>	<b>408,330</b>	<b>408,330</b>	<b>98,587,349</b>	<b>£8,176,892</b>	<b>£8,698,239</b>		
<b>Total energy use</b>																
<b>Total</b>	<b>202,755,462</b>	<b>30,046,199</b>	<b>300,918</b>	<b>29,879</b>	<b>697,332</b>	<b>233,829,790</b>	<b>201,281,120</b>	<b>25,604,414</b>	<b>1,061,840</b>	<b>0</b>	<b>563,341</b>	<b>228,510,714</b>	<b>17,583,293</b>	<b>18,396,996</b>		

**DATA NOTES**

**Metrics:** Electricity, Gas, Oil, On-site renewables and Other energy use

**Units:** kWh, GBP (£)

**Methodology:**

- Data reported for Offices electricity is a sum of common parts, central Heating, Ventilation and Air Conditioning (HVAC), British Land occupied space and Broadgate Estates occupied space in buildings owned by British Land.
- On-site renewables at our Offices refers to photovoltaic panels and currently features in 2 of our offices. This energy is used within the property where the photovoltaic panels are installed and not exported to the grid. We undertook a two-week trial of the biomass boiler in one of our offices – this fuel consumption has not been reported.
- On-site renewables were not reported in our baseline year.
- Other energy use in our Continental Europe portfolio consists of geothermal energy used at 1 property.

# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.2 TOTAL BRITISH LAND CONTROLLED ENERGY USE GRI: EN26

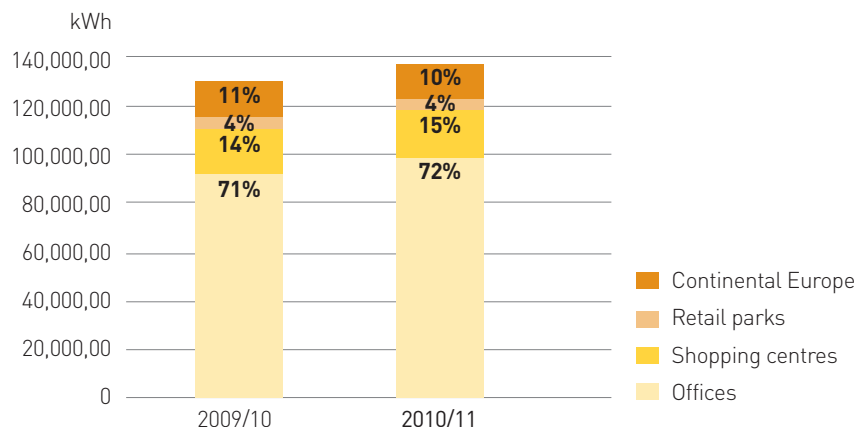


FIG. 2.3 TOTAL PORTFOLIO ENERGY INTENSITY GRI: EN5, EN26



British Land controlled areas	2010/11	2009/10	% change
<b>Energy intensity per m<sup>2</sup> (kWh)</b>			
Offices	165.71	170.60	-3%
Shopping centres	69.29	75.53	-8%
Retail parks	8.47	9.16	-8%
Continental Europe	9.71	10.38	-6%

**DATA NOTES**

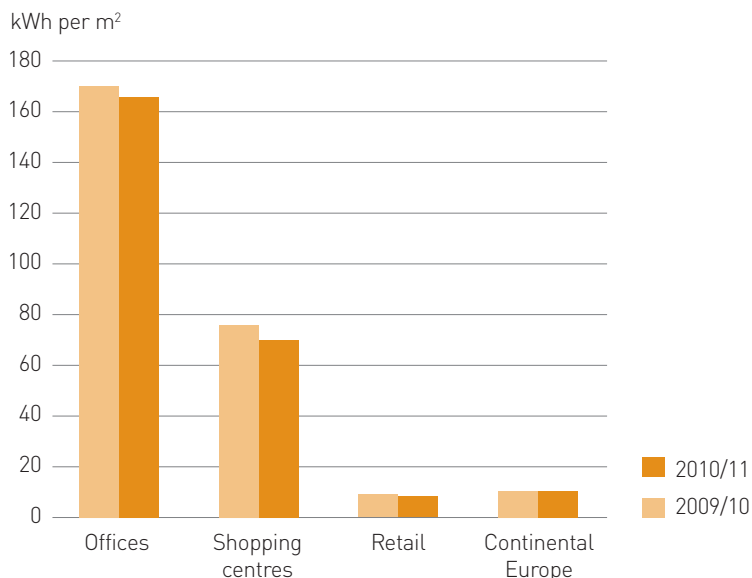
**Metrics:** Electricity, Gas, Oil, On-site renewable and Other energy use

**Units:** kWh per m<sup>2</sup>

**Scope:**

- Total energy used in our properties, excludes vehicle fuel use.
- Properties that were sold or purchased during the year were excluded from the intensity calculations for that year.
- 88 properties with a combined floor area of 2,771,244m<sup>2</sup> reported energy use per m<sup>2</sup> in 2010/11, out of a total of 109 properties with a combined floor area of 2,921,821m<sup>2</sup>. These comprised 19 offices, 49 retail parks, 8 shopping centres and 12 Continental European properties.
- 87 properties with a combined floor area of 2,622,575m<sup>2</sup> reported energy use per m<sup>2</sup> in 2009/10, out of a total of 112 properties with a combined floor area of 2,860,342m<sup>2</sup>. These comprised 21 offices, 49 retail parks, 5 shopping centres and 12 Continental European properties.

FIG. 2.4 ENERGY INTENSITY IN BRITISH LAND CONTROLLED AREAS GRI: EN26



## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

**FIG. 2.5 ANNUAL LIKE-FOR-LIKE ENERGY USE AND SAVINGS GRI: EN25, EN26**  Assurance excludes estimated energy savings (£)

British Land controlled	Energy use (kWh)							2010/11				2009/10				Estimated energy savings (£)
	Electricity	Gas	Oil	Other energy	Total energy	% change between 2009/10 to 2010/11	Electricity	Gas	Oil	Other energy	Total energy	2010/11				
Offices																
Common parts	20,601,490	n/a	n/a	n/a	20,601,490	1%	20,299,963	n/a	n/a	n/a	20,299,963	-£25,389				
Central heating and cooling	34,407,292	18,011,376	n/a	n/a	52,418,668	-5%	37,055,633	17,756,879	n/a	n/a	54,812,512	£217,603				
Standby plant (generators)	n/a	n/a	279,499	n/a	279,499	-269%	n/a	n/a	1,032,299	n/a	1,032,299	£34,423				
Areas occupied by British Land/ Broadgate Estates	1,174,144	n/a	n/a	n/a	1,174,144	1%	1,165,615	n/a	n/a	n/a	1,165,615	-£764				
Shopping centres	14,037,003	2,167,442	n/a	n/a	16,204,445	-2%	14,231,965	2,232,469	n/a	n/a	16,464,433	£17,792				
Retail parks	4,678,521	28,256	n/a	n/a	4,706,777	-7%	4,986,929	26,591	n/a	n/a	5,013,519	£25,933				
Continental Europe	12,930,815	44	n/a	198,534	13,129,393	-7%	13,879,120	7	n/a	155,011	14,034,138	£67,763				
<b>Total</b>	<b>87,829,265</b>	<b>20,207,118</b>	<b>279,499</b>	<b>198,534</b>	<b>108,514,416</b>	<b>-4%</b>	<b>91,619,224</b>	<b>20,015,945</b>	<b>1,032,299</b>	<b>155,011</b>	<b>112,822,479</b>	<b>£201,835</b>				

### DATA NOTES

**Metrics:** Electricity, Gas, Oil, On-site renewables and Other energy use

**Units:** kWh, GBP(£)

### Methodology:

→ 79 like-for-like properties reported energy use data in 2010/11. This included: 16 offices, 46 retail parks, 5 shopping centres and 12 Continental European properties.

→ These like-for-like properties accounted for 79% of total British Land controlled energy use this year.

# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.6 ANNUAL LIKE-FOR-LIKE ENERGY USE GRI: EN26

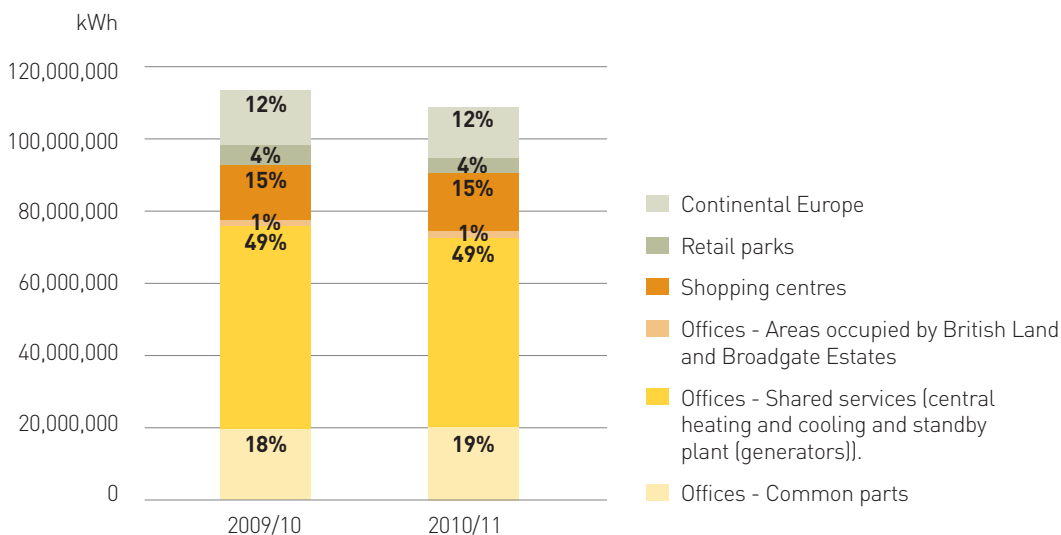


FIG. 2.7 ANNUAL LIKE-FOR-LIKE ENERGY INTENSITY GRI: EN5, EN7, EN26

British Land controlled areas	2010/11	2009/10	% change
Energy intensity per m <sup>2</sup> (kWh)			
Offices	170.49	177.10	-4%
Shopping centres	74.19	75.53	-2%
Retail parks	8.70	9.26	-6%
Continental Europe	9.71	10.38	-6%

**DATA NOTES**

**Metrics:** Electricity, Gas, Oil and Other energy use.

**Units:** kWh

**Scope:**

→ 79 like-for-like properties reported energy use data in 2010/11. This included: 16 offices, 46 retail parks, 5 shopping centres and 12 Continental European properties.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.8 MEDIUM-TERM LIKE-FOR-LIKE ENERGY USE AND SAVINGS GRI : EN5, EN26

	Energy use (kWh)										Year to year energy savings (£)	Cumulative energy savings (kWh)	Cumulative energy savings (£)	
	2010/11					2008/09								2008/09 to 2010/11
	Electricity	Gas	On-site renewable	Total energy	% change 2008/09 to 2010/11	Electricity	Gas	On-site renewable	Total energy					
<b>British Land controlled</b>														
<b>Offices</b>														
<b>Common parts</b>	13,892,638	n/a	n/a	13,892,638	-4%	14,507,736	n/a	n/a	14,507,736	615,098	£51,791	1,162,866	£100,104	
<b>Central heating and cooling</b>	21,786,735	16,056,223	n/a	37,842,958	-15%	25,739,718	18,604,481	n/a	44,344,199	6,501,241	£386,788	11,745,898	£664,743	
<b>Areas occupied by British Land/Broadgate Estates</b>	1,174,144	n/a	n/a	1,174,144	-16%	1,393,416	n/a	n/a	1,393,416	219,272	£18,463	447,613	£38,602	
<b>Shopping centres</b>	12,679,691	1,748,054	n/a	14,427,745	-28%	17,065,305	2,906,605	n/a	19,971,909	5,544,165	£393,795	10,813,776	£787,173	
<b>Retail parks</b>	4,093,886	28,256	n/a	4,122,142	-22%	5,268,077	40,621	n/a	5,308,697	1,186,555	£99,129	2,099,714	£178,717	
<b>Continental Europe</b>	5,074,879	44	198,534	5,273,458	12%	4,200,432	41	166,348	4,366,821	-906,637	-£52,575	-2,153,088	-£139,239	
<b>Total</b>	<b>58,701,974</b>	<b>17,832,577</b>	<b>198,534</b>	<b>76,733,085</b>	<b>-15%</b>	<b>68,174,683</b>	<b>21,551,747</b>	<b>166,348</b>	<b>89,892,778</b>	<b>13,159,693</b>	<b>£897,391</b>	<b>24,116,779</b>	<b>£1,630,101</b>	

### DATA NOTES

**Metrics:** Electricity, Gas, Oil, On-site renewables and Other energy use.

**Units:** kWh, GBP (£)

### Scope:

→ 68 like-for-like properties reported energy use data in 2010/11. This included: 13 offices, 42 retail parks, 3 shopping centres and 10 Continental European properties.

→ These like-for-like properties accounted for 56% of total British Land controlled energy use this year.

### Methodology:

→ Common parts geothermal energy use for 2008/09 has been estimated based on the proportion of total geothermal energy serving common parts in 2009/10 applied to total geothermal energy use for 2008/09.

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

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.9 MEDIUM-TERM LIKE-FOR-LIKE ENERGY INTENSITY

British Land controlled areas	2010/11	2008/09	% change
<b>Energy intensity per m<sup>2</sup> (kWh)</b>			
Offices	180.51	205.34	-12%
Shopping centres	73.54	102.02	-28%
Retail parks	8.35	10.69	-22%
Continental Europe	35.24	29.18	21%

### DATA NOTES

**Metrics:** Electricity, Gas, Oil, On-site renewables and Other energy use.

**Units:** kWh

**Methodology:**

→ 68 like-for-like properties reported energy use data in 2010/11. This included: 13 offices, 42 retail parks, 3 shopping centres and 10 Continental European properties.



## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

### FOCUS ON OUR OFFICE PORTFOLIO

**FIG. 2.10 TOTAL ENERGY USE AND COSTS ACROSS OUR OFFICE PORTFOLIO GRI: EN26** Assurance excludes estimated energy costs (£)

	Energy use (kWh)						Estimated energy costs (£)								
	2010/11			2009/10			2010/11			2009/10					
	Electricity	Gas	Oil	On-site renewable	Total	Electricity	Gas	Oil	On-site renewable	Total	Electricity	Gas	Oil	On-site renewable	Total
British Land controlled common parts	26,460,240	n/a	n/a	29,879	26,490,119	26,696,332	n/a	n/a	n/a	26,696,332	26,696,332	n/a	n/a	n/a	26,696,332
British Land controlled central heating and cooling	43,219,051	27,078,674	n/a	n/a	70,297,725	40,402,174	22,678,130	n/a	n/a	63,080,304	4,212,300	n/a	n/a	n/a	4,212,300
British Land controlled standby plant (generators)	n/a	n/a	300,160	n/a	300,160	n/a	n/a	1,061,840	n/a	1,061,840	113,725	n/a	n/a	n/a	113,725
British Land controlled areas occupied by British Land / Broadgate Estates	1,329,105	n/a	n/a	n/a	1,329,105	1,195,888	n/a	n/a	n/a	1,195,888	111,911	n/a	n/a	n/a	111,911
Occupier controlled occupied demises	96,376,114	n/a	n/a	n/a	96,376,114	98,124,619	n/a	n/a	n/a	98,124,619	8,114,869	n/a	n/a	n/a	8,114,869
<b>Total</b>	<b>167,384,510</b>	<b>27,078,674</b>	<b>300,160</b>	<b>29,879</b>	<b>194,793,223</b>	<b>166,419,014</b>	<b>22,678,130</b>	<b>1,061,840</b>	<b>0</b>	<b>190,158,983</b>	<b>14,680,757</b>	<b>0</b>	<b>0</b>	<b>15,179,117</b>	

#### DATA NOTES

**Metrics:** Electricity, Gas, Oil, On-site renewables

**Units:** kWh, GBP (£)

#### Scope:

- 26 properties were in the office portfolio in 2010/11, with a floor area of 615,716m<sup>2</sup> (GIA). 26 reported electricity, 22 reported gas, 2 reported on-site renewables and 16 reported oil.
- 25 properties were in the office portfolio in 2009/10, with a floor area of 569,386m<sup>2</sup> (GIA). 25 reported electricity, 21 reported gas, 0 reported on-site renewables and 14 reported oil.

#### Methodology:

- Data reported for Offices electricity includes common parts, HVAC, British Land occupied space and Broadgate Estates occupied space in buildings owned by British Land.
- On-site renewables at our Offices is produced via photovoltaic panels and currently features in 2 of our offices. This energy is used within the property where the photovoltaic panels are installed and not exported to the grid. We undertook a two-week trial of the biomass boiler in one of our offices – this fuel consumption has not been reported.
- On-site renewables were not applicable to our baseline year as they were only fully commissioned in 2010/11.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.11 WHO CONTROLS ENERGY USE ACROSS OUR OFFICE PORTFOLIO GRI: EN26

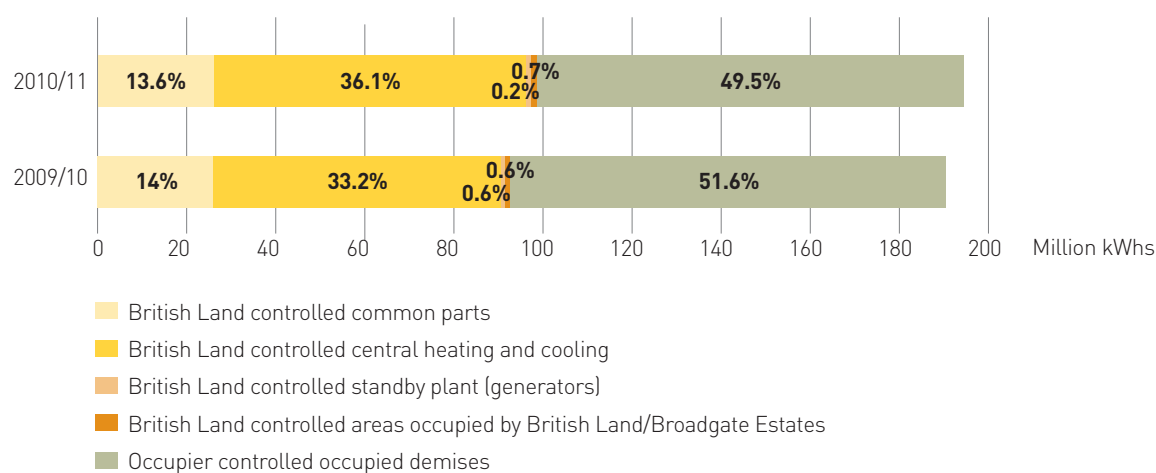


FIG. 2.12 OFFICE ENERGY INTENSITY GRI: EN5, EN26  Assurance excludes energy intensity per full-time equivalent

	Energy intensity per m <sup>2</sup> (kWh)			Energy intensity per full-time equivalent (kWh)		
	2010/11	2009/10	% change	2010/11	2009/10	% change
British Land controlled common parts	45.56	44.82	2%	n/a	n/a	n/a
British Land controlled central heating and cooling	119.64	123.60	-3%	n/a	n/a	n/a
British Land controlled standby plant (generators)	0.73	2.84	-74%	n/a	n/a	n/a
Occupier controlled occupied demises	162.09	203.66	-20%	n/a	n/a	n/a
<b>Total building intensity</b>	<b>327.80</b>	<b>374.26</b>	<b>-12%</b>	<b>8,070</b>	<b>10,403</b>	<b>-22%</b>

### DATA NOTES

**Metrics:** Electricity, Gas, Oil, On-site renewables

**Units:** kWh

### Scope:

→ 19 offices reported kWh/m<sup>2</sup> energy use in 2010/11 with a combined floor area of 548,077m<sup>2</sup>.

→ 21 offices reported kWh/m<sup>2</sup> energy use in 2009/10 with a combined floor area of 486,874m<sup>2</sup>.


→ Full-time equivalents (FTEs): 2010/11: 24,108, 2009/10: 17,576.

### Methodology:

→ Intensity calculations use Gross Internal Area (GIA) floor areas.

→ Total building energy intensity per FTE is based on the number of occupier FTEs at year end.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.13 ENERGY INTENSITY ACROSS OUR OFFICE PORTFOLIO GRI: EN26 

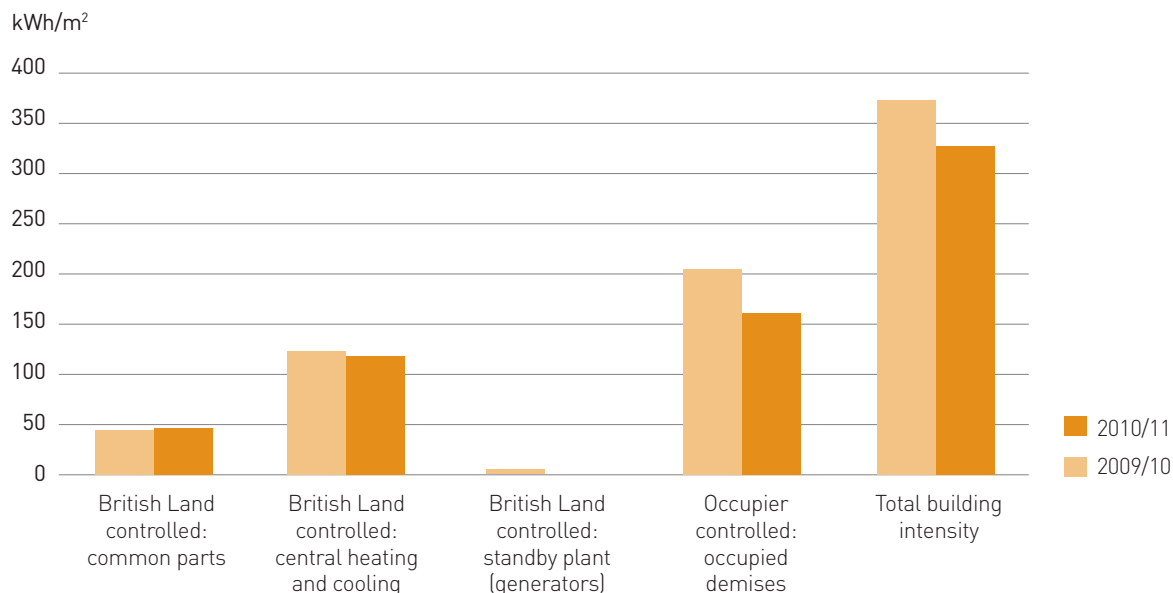


FIG. 2.14 ENERGY INTENSITY AT OUR HEAD OFFICE GRI: EN5, EN26

	Energy use (kWh)			Energy intensity per m² (kWh)			Energy intensity per full-time equivalent (kWh)		
	2010/11	2009/10	% change	2010/11	2009/10	% change	2010/11	2009/10	% change
British Land controlled areas occupied by British Land	623,842	612,013	2%	167.29	164.12	2%	3,075	3,319	-7%

**DATA NOTES**

**Metrics:** Electricity

**Units:** kWh

**Scope:**

→ Energy consumed in areas occupied by British Land in York House (Head Office). Includes electricity used for small power and lighting.

**Methodology:**

→ kWh/m² calculated using the Net Lettable Area occupied by British Land.

→ Full-time equivalents are staff and contractors employed at Head Office at year end (209.25).

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.15 DEVELOPMENTS CARBON EFFICIENCY GRI: EN26



Percent better than relevant Building Regulations	2010/11	2009/10	Building Regulations Standard
10 Brock Street, NEQ, Regent's Place, London - Office	49	26	Part L2A 2006
30 Brock Street, NEQ, Regent's Place, London - Office	54	30	Part L2A 2006
20 Brock Street, NEQ, Regent's Place, London - Residential	25	21	Part L2A 2006
Whitely Village, Fareham - Retail	35	NA	Part L2A 2006
Vue Cinema, Glasgow Fort - Retail	31	NA	Section 6
2-14 Baker Street, London - Office	23	NA	Part L2A 2006
The Leadenhall Building, London - Office	12	NA	Part L2A 2006
199 Bishopsgate refurbishment, London - Office	39	NA	Part L2A 2006
5 Broadgate, London - Office	30	NA	Part L2A 2010
Marble Arch House, London - Office	42	NA	Part L2A 2006
Surrey Quays Extension, London - Retail	6	NA	Part L2A 2010
95-99 Baker Street, London - Residential	27	NA	Part L1A 2006
62-64 Seymour Street, London - Residential	19	NA	Part L1B 2006
<b>Average</b>	<b>30</b>	<b>26</b>	

### DATA NOTES

#### Scope:

→ All of our major UK development projects active this year which are required to pass new Building Regulations energy efficiency standards and are at a sufficient stage to complete energy modelling; includes projects inactive during 2009/10. It excludes our 1 European development.

#### Methodology:

→ Ratings may change over time as projects progress and more accurate assessments of energy efficiency are made.

→ NA: Project was either not commenced, stopped, on hold, or has been completed.

→ Figures reported are based on engineer's reports or part L submissions, using accredited dynamic simulation software. Percentage improvement is calculated as follows:  $(\text{TER} - \text{BER}) / \text{TER} * 100$ . The BER is the Building Emissions Rate, the predicted regulated emissions based on the output of the building specific dynamic simulation model; the TER is the Target Emissions Rate, the maximum regulated emissions allowable for that building, calculated by detailing a notional building the same size and shape together with the same location and orientation as the proposed building. Both TER and BER are expressed as  $\text{kgCO}_2/\text{m}^2$ .

FIG. 2.16 ENERGY PERFORMANCE CERTIFICATE RATINGS

	Energy Performance Certificate (ratings)						
	A	B	C	D	E	F	G
<b>Offices</b>							
England	0	7	7	9	6	2	0
Scotland	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>6</b>	<b>2</b>	<b>0</b>
	<b>0%</b>	<b>23%</b>	<b>23%</b>	<b>29%</b>	<b>19%</b>	<b>6%</b>	<b>0%</b>
<b>Retail</b>							
England	0	10	54	24	13	6	5
Scotland	0	0	0	0	1	4	2
<b>Total</b>	<b>0</b>	<b>10</b>	<b>54</b>	<b>24</b>	<b>14</b>	<b>10</b>	<b>7</b>
	<b>0%</b>	<b>8%</b>	<b>45%</b>	<b>20%</b>	<b>12%</b>	<b>8%</b>	<b>6%</b>

### DATA NOTES

#### Scope:

→ All properties owned or sold within the last two years holding Energy Performance Certificate ratings, excluding residential properties.

→ Any newly vacant/leased area/unit within last two years holding an Energy Performance Certificate rating.

→ Includes both managed and unmanaged properties.

→ Retail properties comprise both shopping centres and retail parks.

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

→ No certificates held for Continental Europe properties during the reporting period.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.17 ENERGY PERFORMANCE CERTIFICATE RATINGS – RETAIL

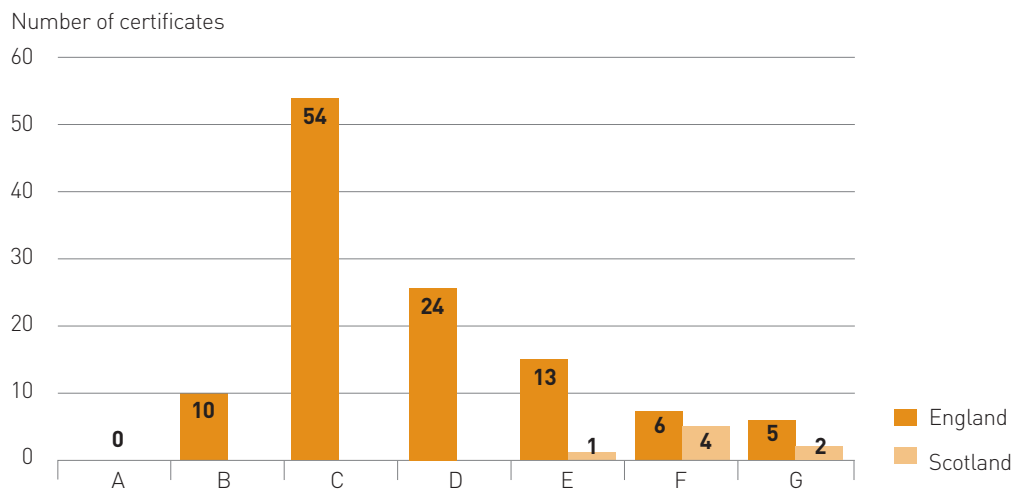
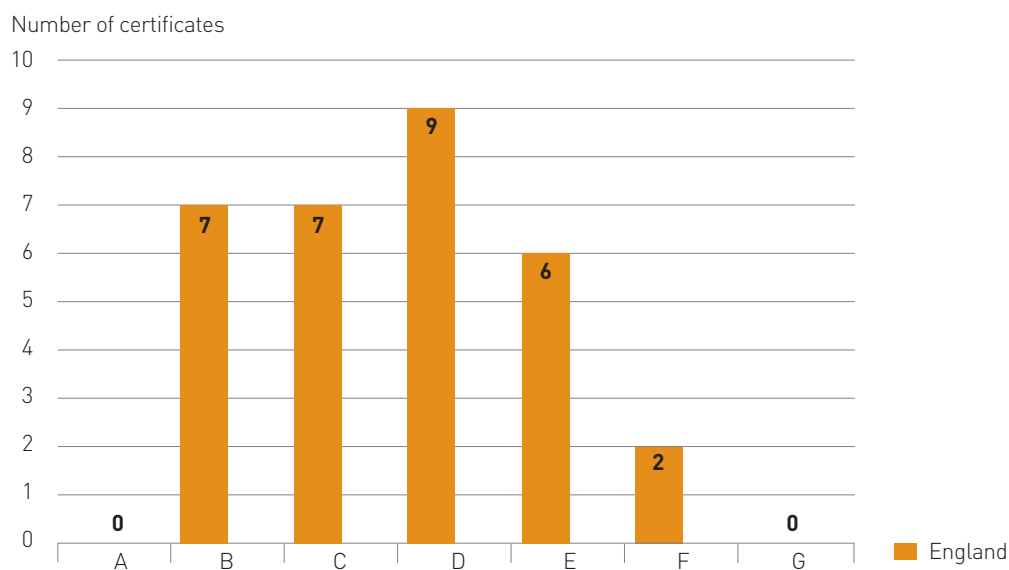


FIG. 2.18 ENERGY PERFORMANCE CERTIFICATE RATINGS – OFFICES



# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

## WATER

FIG. 2.19 **TOTAL WATER USE AND COSTS** GRI:EN8, EN26  Assurance excludes estimated water costs (£)

	Mains water use				Non-mains water use					
	Mains water use		Estimated water costs		Borehole water		Water from on-site harvested sources		% of water recycled	
	(cubic metres)		(£)		(cubic metres)		(cubic metres)		%	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
<b>Offices</b> British Land and occupier controlled total building	400,643	409,107	£483,175	£520,793	n/a	NR	1,266	NR	0.31%	NR
<b>Shopping centres</b> British Land controlled common parts	58,639	61,290	£70,719	£78,022	15,027	NR	1,718	1,220	2.28%	1.95%
<b>Retail parks</b> British Land controlled common parts	35,489	58,338	£42,799	£74,265	0	NR	171	145	0.48%	0.25%
<b>Continental Europe</b> British Land controlled common parts	221,704	190,762	£267,375	£242,840	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total</b>	<b>716,475</b>	<b>719,498</b>	<b>£ 864,068</b>	<b>£ 915,921</b>	<b>15,027</b>	<b>n/a / NR</b>	<b>3,155</b>	<b>1,365</b>	<b>0.43%</b>	<b>0.19%</b>

**DATA NOTES**

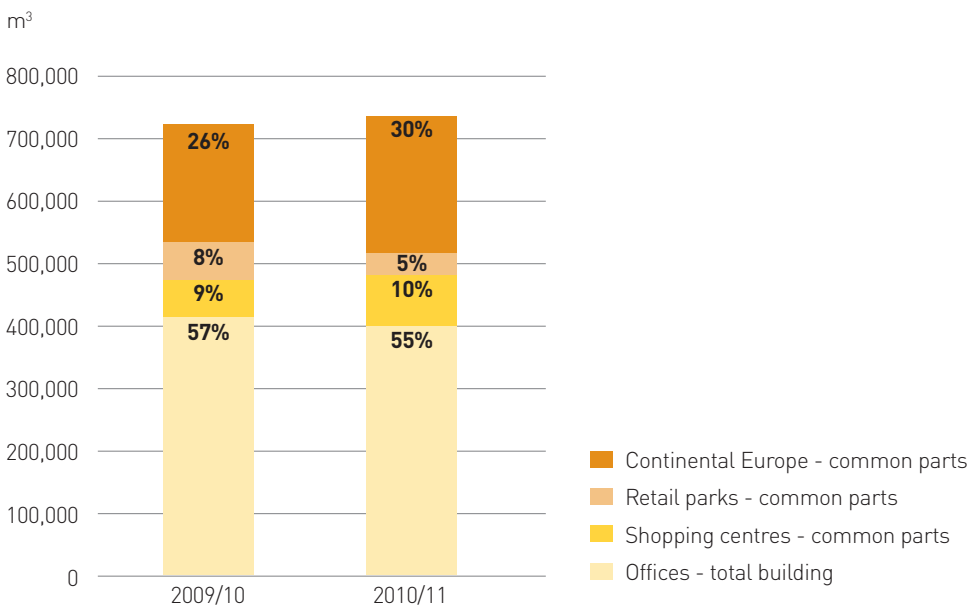
**Metrics:** Mains water use, Non-mains water use

**Units:** m<sup>3</sup>, GBP (£)

**Scope:**

- Mains and non-mains water use reported.
- Non-mains water use includes water from boreholes and harvested on site.
- % of water recycled refers to water from on-site harvested sources (rainwater harvesting) as a proportion of total water (both mains and non-mains water use).

FIG. 2.20 **TOTAL WATER USE** GRI: EN8, EN26



# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.21 **TOTAL PORTFOLIO MAINS WATER INTENSITY**  
GRI: EN26



Assurance excludes percentage change from 2009/2010 and water intensity per full-time equivalent

	Water intensity per m <sup>2</sup>			Water intensity per full-time equivalent	
	(cubic metres)			(cubic metres)	
	2010/11	2009/10	% change	2010/11	2009/10
<b>Offices</b>					
British Land and occupier controlled total building	0.672	0.816	-18%	16.41	26.97
<b>Shopping centres</b>					
British Land controlled common parts	0.209	0.273	-23%	n/a	n/a
<b>Retail parks</b>					
British Land controlled common parts	0.127	0.219	-42%	n/a	n/a
<b>Continental Europe</b>					
British Land controlled common parts	0.164	0.141	16%	n/a	n/a
<b>Total portfolio</b>	<b>0.279</b>	<b>0.305</b>	<b>-8.6%</b>	<b>NR</b>	<b>NR</b>

**DATA NOTES**

**Metrics:** Mains water use

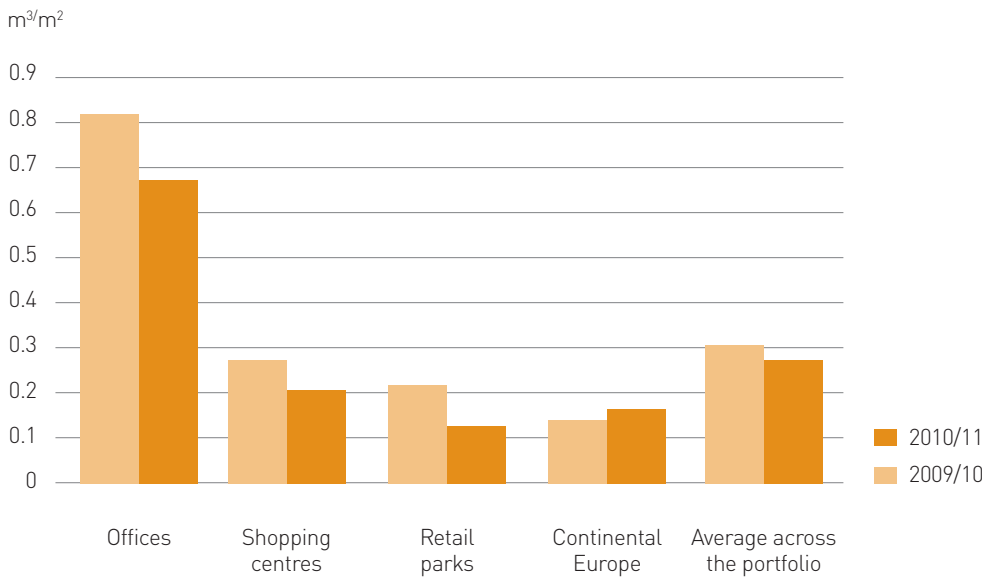
**Units:** m<sup>3</sup> per m<sup>2</sup>, m<sup>3</sup> per FTE

**Scope:**


→ 48 properties with a combined floor area of 2,429,550m<sup>2</sup> reported water use per m<sup>2</sup> in 2010/11, out of a total of 109 properties with a combined floor area of 2,921,821m<sup>2</sup>. These comprised 18 offices, 12 retail parks, 7 shopping centres and 11 Continental European properties.

→ 48 properties with a combined floor area of 2,314,250m<sup>2</sup> reported energy use per m<sup>2</sup> in 2009/10, out of a total of 111 properties with a combined floor area of 2,860,342m<sup>2</sup>. These comprised 21 offices, 11 retail parks, 5 shopping centres and 11 Continental European properties.

FIG. 2.22 **TOTAL PORTFOLIO MAINS WATER INTENSITY** GRI: EN26



# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.23 ANNUAL LIKE-FOR-LIKE MAINS WATER USE AND SAVINGS GRI: EN26  Assurance excludes estimated water savings (£)

	Water use		% change	Estimated water savings
	(cubic metres)			(£)
	2010/11	2009/10		2010/11
<b>Offices</b>				
British Land and occupier controlled total building	322,833	347,127	-7%	-£29,299
<b>Shopping centres</b>				
British Land controlled common parts	49,258	59,572	-17%	-£12,438
<b>Retail parks</b>				
British Land controlled common parts	35,341	57,937	-39%	-£27,251
<b>Continental Europe</b>				
British Land controlled common parts	221,704	190,762	16%	£37,315
<b>Total</b>	<b>629,136</b>	<b>655,399</b>	<b>-4%</b>	<b>-£31,673</b>

**DATA NOTES**

**Metrics:** Mains water use

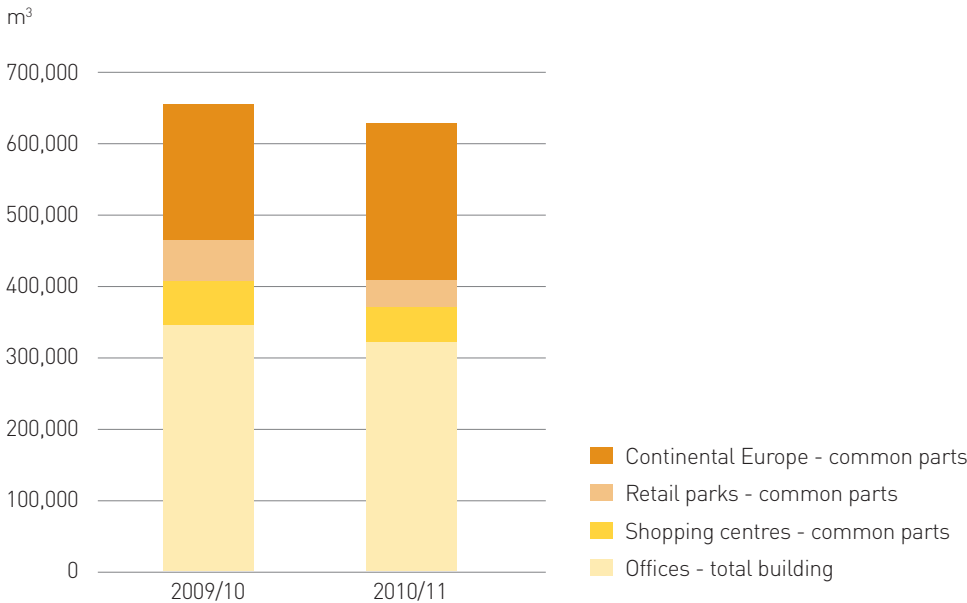
**Units:** m3 per m<sup>2</sup>

**Scope:**

→ 42 like-for-like properties reported energy use data in 2010/11. This included: 15 offices, 11 retail parks, 5 shopping centres and 11 Continental European properties.

→ These comprised 88% of total British Land water use this year.

FIG. 2.24 ANNUAL LIKE-FOR-LIKE MAINS WATER USE GRI: EN26





## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.25 ANNUAL LIKE-FOR-LIKE MAINS  
WATER INTENSITY GRI: EN26



Assurance excludes percentage change from 2009/2010 and water intensity per full-time equivalent

	Water intensity per m <sup>2</sup>			Water intensity per full-time equivalent	
	[cubic metres]			[cubic metres]	
	2010/11	2009/10	% change	2010/11	2009/10
<b>Offices</b>					
British Land and occupier controlled total building	0.758	0.815	-7%	16.50	21.58
<b>Shopping centres</b>					
British Land controlled common parts	0.226	0.273	-17%	NA	NA
<b>Retail parks</b>					
British Land controlled common parts	0.133	0.219	-39%	NA	NA
<b>Continental Europe</b>					
British Land controlled common parts	0.164	0.141	16%	NA	NA
<b>Total portfolio</b>	<b>0.285</b>	<b>0.296</b>	<b>-4%</b>	<b>NA</b>	<b>NA</b>

### DATA NOTES

**Metrics:** Mains water use, Full-time equivalents (FTE)

**Units:** m<sup>3</sup> per m<sup>2</sup>, m<sup>3</sup> per FTE

**Scope:**  
→ 42 like-for-like properties reported water use data in 2010/11. This included: 15 offices, 11 retail parks, 5 shopping centres and 11 Continental European properties.

FIG. 2.26 MEDIUM-TERM LIKE-FOR-LIKE MAINS WATER USE GRI: EN26

	Water use		% change	Year to year water savings	Year to year water savings	Cumulative water savings	Cumulative water savings
	[cubic metres]			[cubic metres]	[£]	[cubic metres]	[£]
	2010/11	2008/09		2008/09 to 2010/11	2008/09 to 2010/11	2008/09 to 2010/11	
<b>Offices</b>							
British Land and occupier controlled total building	215,744	235,302	-8%	19,558	£23,587	35,203	£43,503
<b>Shopping centres</b>							
British Land controlled common parts	36,575	37,119	-1%	544	£657	6,932	£8,787
<b>Retail parks</b>							
British Land controlled common parts	34,732	72,256	-52%	37,524	£45,254	52,131	£63,849
<b>Continental Europe</b>							
British Land controlled common parts	63,107	64,322	-2%	1,215	£1,465	1,826	£2,243
<b>Total</b>	<b>350,158</b>	<b>409,000</b>	<b>-14%</b>	<b>58,842</b>	<b>£70,963</b>	<b>96,091</b>	<b>£118,382</b>

### DATA NOTES

**Metrics:** Mains water use

**Units:** m<sup>3</sup>

**Scope:**  
→ 34 medium term like-for-like properties reported water use data in 2010/11. This included: 12 offices, 10 retail parks, 3 shopping centres and 9 Continental European properties.

→ These like for like properties accounted for 49% of total British Land water use this year.

### Methodology:

→ Cumulative savings are calculated to show accumulated m<sup>3</sup> and financial savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting period up to the current reporting year.

# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.27 MEDIUM-TERM LIKE-FOR-LIKE MAINS WATER INTENSITY GRI: EN26

	Water intensity per square metre			Water intensity per full-time equivalent	
	2010/11	2008/09	% change	2010/11	2008/09
	(m <sup>3</sup> /m <sup>2</sup> )			(m <sup>3</sup> /FTE)	
<b>Offices</b>					
British Land and occupier controlled total building	0.764	0.824	-7%	15.70	NR
<b>Shopping centres</b>					
British Land controlled common parts	0.189	0.192	-1%	n/a	n/a
<b>Retail parks</b>					
British Land controlled common parts	0.179	0.373	-52%	n/a	n/a
<b>Continental Europe</b>					
British Land controlled common parts	0.422	0.430	-2%	n/a	n/a
<b>Total portfolio</b>	<b>0.427</b>	<b>0.497</b>	<b>-14.1%</b>	<b>n/a</b>	<b>n/a</b>

**DATA NOTES**

**Metrics:** Mains water use

**Units:** m<sup>3</sup> per m<sup>2</sup>

**Scope:**

- 34 medium term like-for-like properties reported water use data in 2010/11. This included: 12 offices, 10 retail parks, 3 shopping centres and 9 Continental European properties.
- These like-for-like properties accounted for 49% of total British Land water use this year.

# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

## WASTE

**FIG. 2.28 TOTAL WASTE MANAGEMENT, DISPOSAL AND COSTS**  
 Assurance excludes landfill tax costs and landfill tax costs saved through recycling and re-use

	Managed waste												Landfill tax costs saved through recycling and re-use (£)		
	2010/11						2009/10						2010/11	2009/10	2010/11
	Landfilled	Incinerated	Recycled or re-used	Total	Landfilled	Incinerated	Recycled or re-used	Total	Landfilled	Incinerated	Recycled or re-used	Total	2010/11	2009/10	2010/11
	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(£)	(£)	(£)
<b>At our properties</b>															
Offices	6	2,257	3,025	5,288	3	2,237	2,260	4,501	282	£128	£145,220				
Shopping centres	418	2,883	3,496	6,797	508	3,041	2,725	6,274	£20,073	£20,327	£167,832				
Retail parks	1,090	234	1,344	2,668	1,763	60	774	2,596	£52,333	£70,522	£64,523				
Continental Europe	1,145	1	1,209	2,355	NR	NR	NR	0	£54,948	NR	£58,047				
<b>Sub-total</b>	<b>2,659</b>	<b>5,374</b>	<b>9,075</b>	<b>17,108</b>	<b>2,274</b>	<b>5,338</b>	<b>5,759</b>	<b>13,371</b>	<b>£127,637</b>	<b>£90,977</b>	<b>£435,622</b>				
	<b>16%</b>	<b>31%</b>	<b>53%</b>		<b>17%</b>	<b>40%</b>	<b>43%</b>								
<b>On our developments</b>															
Demolition	4,261	n/a	46,679	50,940	n/a	n/a	n/a	0	£204,549	NA	£2,240,570				
Construction	994	n/a	78,985	79,979	834	n/a	5,184	6,018	£47,702	£33,360	£3,791,280				
Fit-outs	n/a	n/a	n/a	0	6	n/a	180	186	NA	£240	NA				
<b>Sub-total</b>	<b>5,255</b>	<b>0</b>	<b>125,664</b>	<b>130,919</b>	<b>840</b>	<b>0</b>	<b>5,364</b>	<b>6,204</b>	<b>£252,251</b>	<b>£33,600</b>	<b>£6,031,850</b>				
	<b>4%</b>	<b>0%</b>	<b>96%</b>		<b>14%</b>	<b>0%</b>	<b>86%</b>								
<b>Total</b>	<b>7,914</b>	<b>5,374</b>	<b>134,739</b>	<b>148,027</b>	<b>3,114</b>	<b>5,338</b>	<b>11,123</b>	<b>19,575</b>	<b>£379,888</b>	<b>£124,577</b>	<b>£6,467,471</b>				

**DATA NOTES**

**Metrics:** Waste sent to landfill, Waste incinerated and Waste recycled/re-used  
**Units:** tonnes, GBP (£)

**Methodology:**

- Incinerated: includes incineration with and without energy recovery. In 2010/11, 96% of waste sent to incineration was with energy recovery.
- Recycled/re-used includes waste that has been recycled/re-used (re-used refers to materials that we have been able to re-use on our development projects), composted or sent to Materials Recovery Facilities (MRFs). In 2010/11: 68.04% of recycled/re-used waste was recycled on site, 26.86% recycled at MRF and 5.10% composted.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.29 WASTE MANAGEMENT AT OUR PROPERTIES GRI: EN22, EN26

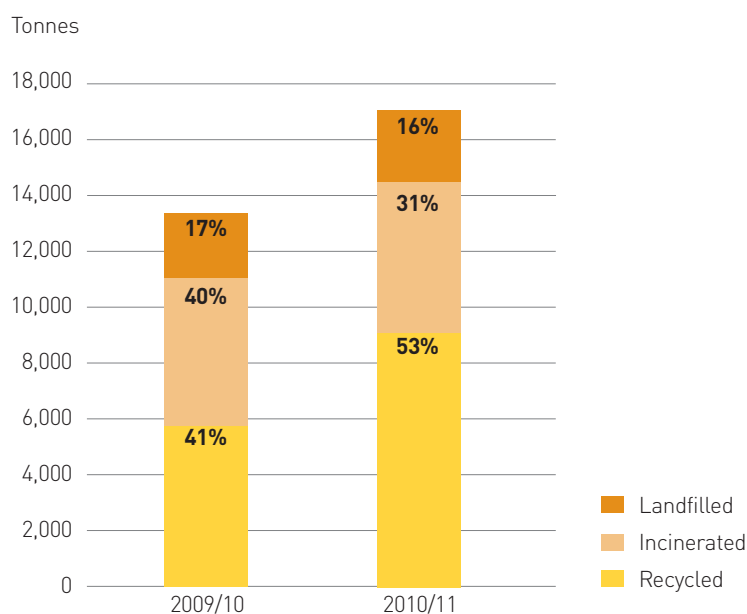


FIG. 2.30 TOTAL WASTE MANAGEMENT AND DISPOSAL WITH MRF ACTUAL PERFORMANCE GRI: EN22, EN26

	Managed waste			
	(tonnes)			
	2010/11			
	Landfilled	Incinerated	Recycled or re-used	Total
<b>At our properties</b>				
Offices	16	2,431	2,841	5,288
Shopping centres	518	3,111	3,169	6,797
Retail parks	1,152	342	1,173	2,668
Continental Europe	1,338	1	1,016	2,355
<b>Sub-total</b>	<b>3,024</b>	<b>5,884</b>	<b>8,200</b>	<b>17,108</b>
	<b>18%</b>	<b>34%</b>	<b>48%</b>	
<b>On our developments</b>				
Demolition	4,261	n/a	46,679	50,940
Construction	994	n/a	78,985	79,979
Fit-outs	n/a	n/a	n/a	0
<b>Sub-total</b>	<b>5,255</b>	<b>0</b>	<b>125,664</b>	<b>130,919</b>
	<b>4%</b>	<b>0%</b>	<b>96%</b>	
<b>Total</b>	<b>8,279</b>	<b>5,884</b>	<b>133,864</b>	<b>148,027</b>

### DATA NOTES

**Metrics:** Waste sent to landfill, Waste incinerated and Waste recycled/re-used

**Units:** tonnes

### Methodology:

→ 2010/11 figures with actual Material Recovery Facilities' performance considered.

→ Recycled/re-used includes waste that has been recycled/re-used (re-used refers to materials that we have been able to re-use on our development projects), composted or the volume of waste sent to Materials Recovery Facilities that was recycled at the MRF.

→ Material Recovery Facilities - a total of 2,438 tonnes of waste sent to MRF. MRF performance: 64% recycled, 18% sent to incineration (with energy recovery), 3% incineration (without energy recovery) and 15% sent to landfill.

→ With MRF performance included: In 2010/11: 75.30% of recycled /re-used waste was recycled on-site, 19.06% recycled at MRF and 5.64% composted.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.31 HEAD OFFICE WASTE INTENSITY GRI: EN26

	Waste generated per full-time equivalent (kilograms)	
	2010/11	2009/10
Head Office	120.2	134.1

### DATA NOTES

**Metrics:** Waste generated per full-time equivalent (FTE)

**Units:** tonnes, FTEs

**Methodology:**

→ Waste generated in British Land occupied areas, divided by the number of FTEs for the relevant reporting year.

FIG. 2.32 WASTE MANAGEMENT ON OUR DEVELOPMENTS GRI: EN22, EN26

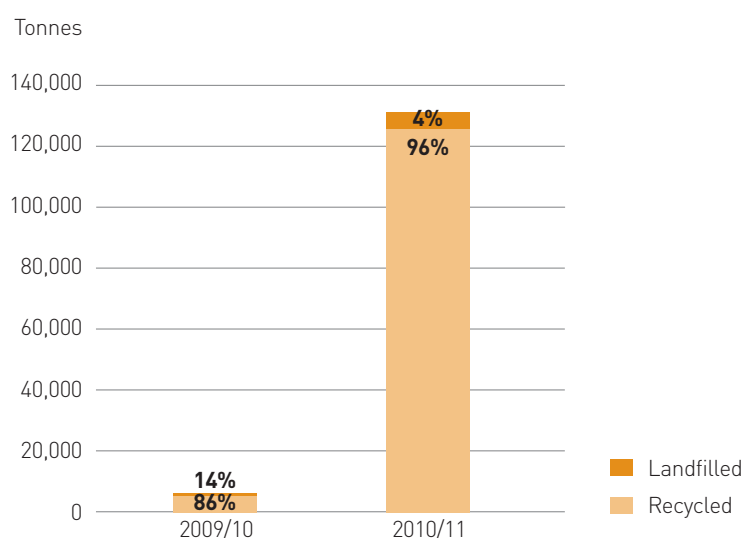


FIG. 2.33 RECYCLED MATERIALS IN NEW DEVELOPMENTS GRI: EN2, EN26

	Materials with recycled content (%)	
	2010/11	2009/10
10 and 30 Brock Street, NEQ, Regent's Place, London – Office	25	22
20 Brock Street, NEQ, Regent's Place, London – Residential	23	22
Kingston Centre, Milton Keynes – Retail	21	21
5 Broadgate, London – Office	42	N/A
Whitely Village, Fareham – Retail	31	N/A
The Leadenhall Building, London – Office	26	N/A
Marble Arch House, London – Office	20	N/A
2-14 Baker Street, London – Office	32	N/A
<b>Average for all development projects</b>	<b>27</b>	<b>22</b>

### DATA NOTES

#### Scope:

→ Covers all new UK development projects active in this financial year which have completed a WRAP designing out waste or net waste toolkit.

→ 2 new development projects have not completed a WRAP toolkit despite being sufficiently detailed to do so.

#### Methodology:

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

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

### CARBON

FIG. 2.34 CRC ENERGY EFFICIENCY SCHEME GRI: EC2, EN7

	Indicative Cost Exposure (£)
	(£ million per annum)
In introductory phase (based on £12 per tonne of carbon dioxide (CO <sub>2</sub> ))	£0.8m

#### DATA NOTES

##### Methodology

→ Following the changes to the CRC Energy Efficiency Scheme announced in the Comprehensive Spending Review in October 2010, British Land will be required to pay a levy on CO<sub>2</sub> generated in respect of energy consumed in the areas of the portfolio where it is responsible for provision of power. For the financial years 2011/12 to 2013/14, this levy is fixed at £12 per tonne of CO<sub>2</sub> and the cost to British Land is estimated to be approximately £0.8m per annum based on consumption recorded in the year to 31 March 2011. The pricing framework beyond 2013/2014 is yet to be established. We continue to work to reduce our energy consumption across the portfolio, in partnership with our occupiers, to mitigate this cost.

FIG. 2.35 SUMMARY OF REPORTED GREENHOUSE GAS EMISSIONS INCLUDING OFFSETS GRI: EN7, EN16, EN17, EN18, EN19, EN26, EN29

	2010/11	2009/10	Change between 2010/11 and 2009/10
	(tonnes of carbon dioxide equivalent)	(tonnes of carbon dioxide equivalent)	(%)
<b>Scope 1</b>			
Energy use	1,696	1,636	4%
Refrigerant loss			
Travel			
<b>Scope 2</b>			
Energy use	32,621	32,241	1%
Portion of the above from a Climate Change Levy Exempt source:			
- British Land controlled common parts electricity use	17,184	15,522	11%
- British Land controlled areas occupied by British Land or Broadgate Estates	328	445	-26%
<b>Scope 3 (includes life-cycle emissions)</b>			
Energy use	127,554	140,161	-9%
Travel			
Water use			
Developments			
<b>Total gross emissions (tonnes of carbon dioxide equivalent per year)</b>	<b>161,871</b>	<b>174,038</b>	<b>-7%</b>
<b>Emissions associated with on-site renewables energy exported to grid or third parties</b>	0.37	NR	NA
<b>Purchased carbon offsets</b>			
Scope 1			
- Energy use	13,943	17,792	-22%
- Refrigerant loss			
- Travel			
Scope 2			
- Energy use			
Scope 3			
- Travel			
<b>Total net emissions (tonnes of carbon dioxide equivalent per year)</b>	<b>147,928</b>	<b>156,246</b>	<b>-5%</b>

#### DATA NOTES

##### Methodology:

→ On-site renewable energy exported to grid is from a wind turbine at one of our retail parks (594kWh was exported to the grid).

→ British Land reports emissions from Climate Change Levy exempt electricity tariffs using the same factor as National Grid electricity. We do not offset these emissions.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.36 GREENHOUSE GAS EMISSIONS GRI: EN16, EN17, EN18, EN26, EN29



	Gross emissions (tonnes of carbon dioxide equivalent)							
	2010/11				2009/10			
	Scope 1	Scope 2	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
<b>Energy use</b>								
Offices – British Land controlled areas occupied by British Land or Broadgate Estates	5	670	151	<b>825</b>	30	603	138	<b>771</b>
Offices – British Land controlled common parts	502	15,517	3,526	<b>19,545</b>	420	15,494	3,513	<b>19,427</b>
Offices - British Land controlled standby plant (generators)	83	NA	14	<b>97</b>	292	NA	51	<b>343</b>
Offices – British Land controlled central heating and cooling	NA	NA	28,955	<b>28,955</b>	NA	NA	26,586	<b>26,586</b>
Offices – Occupier controlled occupied demises	NA	NA	59,471	<b>59,471</b>	NA	NA	60,550	<b>60,550</b>
Offices – Non-British Land offices areas occupied by Broadgate Estates	1	41	9	<b>51</b>	1	25	6	<b>32</b>
Shopping Centres – British Land controlled common parts	544	8,701	2,003	<b>11,248</b>	536	7,833	1,808	<b>10,177</b>
Retail Parks – British Land controlled common parts	5	2,570	576	<b>3,151</b>	5	2,719	610	<b>3,334</b>
Continental Europe – British Land controlled common parts	0	5,121	1,273	<b>6,394</b>	0	5,566	1,382	<b>6,948</b>
On-site renewables	0	NA	0	<b>0</b>	NA	NA	0	<b>0</b>
<b>Refrigerant loss</b>								
Air conditioning in offices, shopping centres and retail parks	436	NA	0	<b>436</b>	253	NA	0	<b>253</b>
<b>Travel</b>								
Fuel use in vehicles owned by British Land or Broadgate Estates	122	NA	23	<b>144</b>	99	NA	0	<b>99</b>
British Land Head Office business travel	NA	NA	114	<b>114</b>	NA	NA	51	<b>51</b>
<b>Water use</b>								
Offices, shopping centres and retail parks	NA	NA	215	<b>215</b>	NA	NA	216	<b>216</b>
<b>Developments</b>								
Embodied carbon footprint, transport to site	NA	NA	2,011	<b>2,011</b>	NA	NA	4,505	<b>4,505</b>
Embodied carbon footprint, materials	NA	NA	26,211	<b>26,211</b>	NA	NA	38,489	<b>38,489</b>
Carbon footprint site activities, including waste	NA	NA	3,002	<b>3,002</b>	NA	NA	2,257	<b>2,257</b>
<b>Overview</b>								
Total energy use	1,139	32,621	95,978	<b>129,738</b>	1,285	32,241	94,643	<b>128,168</b>
Total refrigerant loss	436	NA	0	<b>436</b>	253	NA	0	<b>253</b>
Total travel	122	0	137	<b>259</b>	99	0	51	<b>150</b>
Total water use	NA	NA	215	<b>215</b>	NA	NA	216	<b>216</b>
Total developments	0	0	31,223	<b>31,223</b>	0	0	45,251	<b>45,251</b>
<b>Total</b>	<b>1,696</b>	<b>32,621</b>	<b>127,554</b>	<b>161,871</b>	<b>1,636</b>	<b>32,241</b>	<b>140,161</b>	<b>174,038</b>

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.37 SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS INTENSITY GRI: EN16, EN17, EN26

	2010/11	2009/10
	(tonnes of carbon dioxide equivalent)	(tonnes of carbon dioxide equivalent)
Financial: tonnes of carbon dioxide equivalent per £m of gross rental and related income	60.93	65.43
Activity related: tonnes of carbon dioxide equivalent per m <sup>2</sup> gross internal floor area	0.012	0.012
Staff: tonnes of carbon dioxide equivalent per full time equivalent	78.53	85.33

**DATA NOTES**

**Scope:**

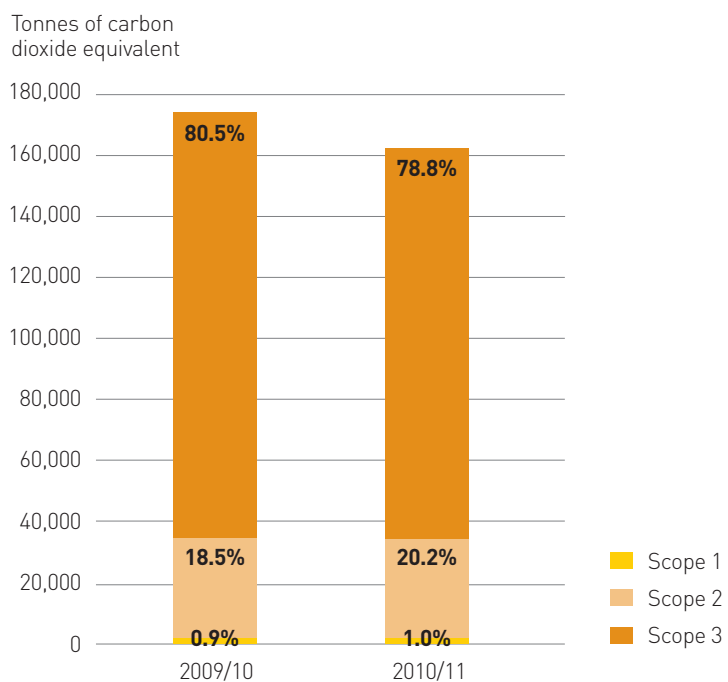
→ Floor area for the managed portfolio; 2,921,821m<sup>2</sup> in 2010/11 and 2,860,342m<sup>2</sup> in 2009/10.

**Methodology:**

→ Reported as requested by the Carbon Disclosure Project.

→ Turnover based on gross rental and related income for properties in the managed portfolio which contribute to Scope 1 and 2 greenhouse gas emissions. £563.18m for 2010/11 and £517.79m for 2009/10. Full time equivalent based on the average number of employees reported in Figure 6.2.

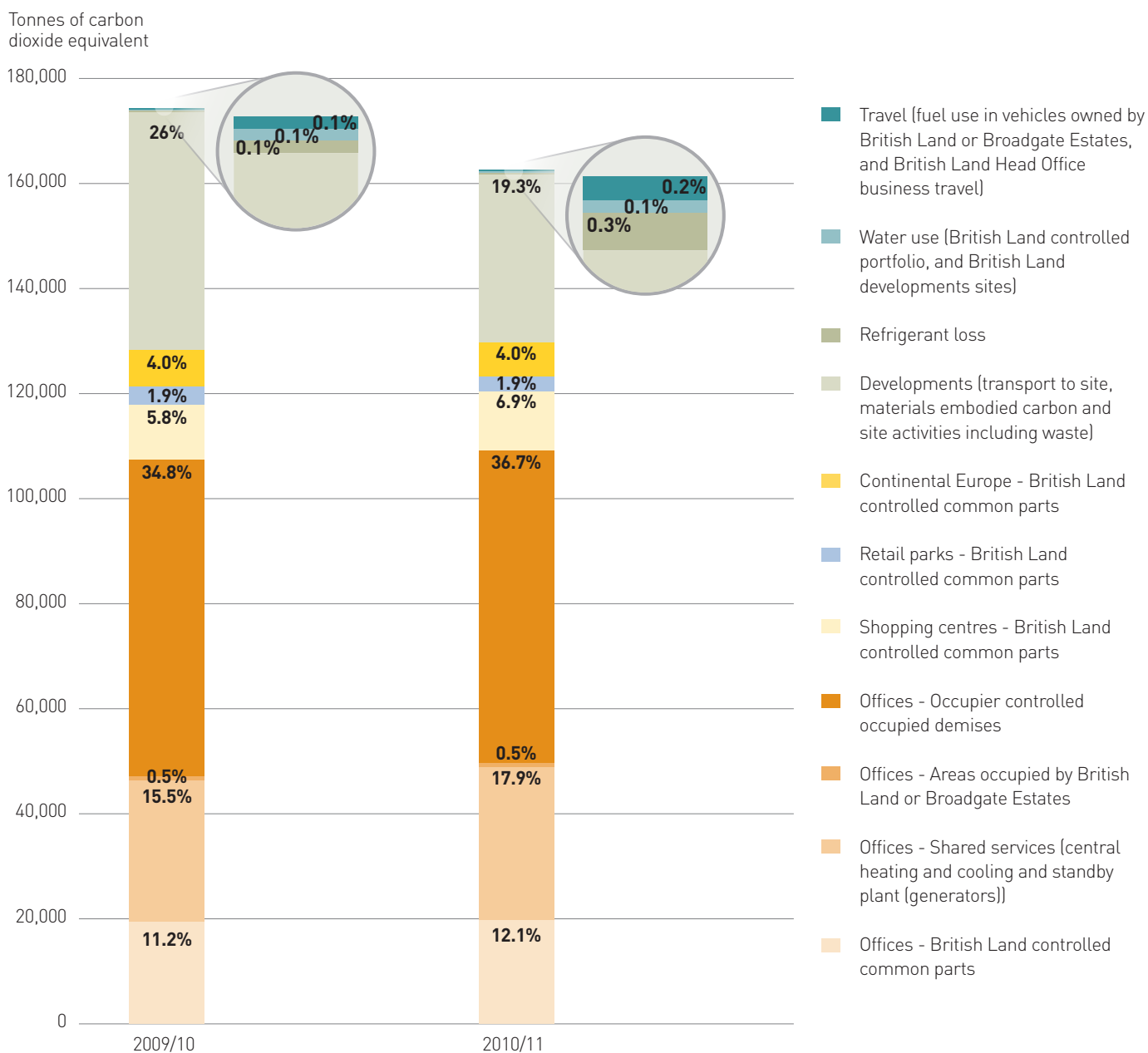
FIG. 2.38 GREENHOUSE GAS EMISSIONS BY SCOPE GRI: EN7, EN16, EN17, EN26





# 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.39 GREENHOUSE GAS EMISSIONS BY SOURCE GRI: EN16, EN17, EN26



## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.40 GREENHOUSE GAS EMISSIONS OFFSET INCLUDING COSTS  Assurance excludes carbon offset costs (£)

Scope	2010/11				2009/10					
	Gross emissions offset			Carbon offset costs (£)	Gross emissions offset			Carbon offset costs (£)		
	(tonnes of carbon dioxide equivalent)				(tonnes of carbon dioxide equivalent)					
	1	2	3	Total	1	2	3	Total		
Energy use in offices – British Land controlled areas occupied by British Land or Broadgate Estates	5	342	NA	347	£1,621	30	158	NA	188	£919
Energy use in offices – British Land controlled common parts	502	4,158	NA	4,660	£21,786	420	5,560	NA	5,980	£29,271
Energy use in offices – British Land controlled standby plant (generators)	83	NA	NA	83	£386	292	NA	NA	292	£1,431
Energy use in shopping centres – British Land controlled common parts	544	2,928	NA	3,471	£16,229	536	2,246	NA	2,782	£13,620
Energy use in retail parks – British Land controlled common parts	5	2,518	NA	2,523	£11,796	5	2,719	NA	2,724	£13,333
Energy use in Continental Europe – British Land controlled common parts	0	5,121	NA	5,121	£23,942	0	5,566	NA	5,566	£27,247
Energy use in non-British Land office areas occupied by Broadgate Estates	1	41	NA	42	£196	1	25	NA	26	£ 128
Fuel use in vehicles owned by British Land or Broadgate Estates	122	NA	NA	122	£568	99	NA	NA	99	£485
Refrigerant loss from air conditioning in offices, shopping centres and retail parks	436	NA	NA	436	£2,038	253	NA	NA	253	£1,238
British Land Head Office business travel	NA	NA	114	114	£535	NA	NA	51	51	£250
<b>Total emissions to be offset</b>	<b>1,696</b>	<b>15,109</b>	<b>114</b>	<b>16,919</b>	<b>£79,098</b>	<b>1,636</b>	<b>16,274</b>	<b>51</b>	<b>17,961</b>	<b>£ 87,921</b>
<b>Excess offsets purchased 2009/10</b>										
Excess emissions purchased, following restatement of previous year's emissions			2,977	2,977	-£13,916			-169	-169	NA
<b>Total purchased offsets (tCO<sub>2</sub>e/year)</b>			<b>13,943</b>	<b>13,943</b>	<b>£65,182</b>			<b>17,792</b>	<b>17,792</b>	<b>£ 87,093</b>
<b>Balance of offset carbon footprint (tCO<sub>2</sub>e/year)</b>			<b>0</b>	<b>0</b>	<b>NA</b>			<b>0</b>	<b>0</b>	<b>NA</b>

### DATA NOTES

**Metrics:** carbon emissions, cost per tonne of carbon

**Units:** tonnes of carbon dioxide equivalent (CO<sub>2</sub>e), £ per tonne of CO<sub>2</sub>e

#### Methodology:

- Scope 2 emissions from electricity use exclude Climate Change Levy exempt electricity. For 2010/11 this was 24,738,897 kWh (17,512 tonnes of carbon). For 2009/10 this was 31,674,425 kWh (15,967 tonnes of carbon).
- The following emission sources are not offset: Scope 3 emissions from energy use in British Land controlled central plant (heating and cooling), energy use in occupiers' controlled own demises, managed water use and developments.
- Offsets procured were from a Voluntary Emissions Reduction (VER) project.
- Offsets were procured for 13,943 tonnes CO<sub>2</sub>e: 16,919 tonnes from this year minus 2,977 tonnes over-purchased last year. The actual offset cost was therefore £65,182.
- Offsets calculations: €5.50 per tonne of CO<sub>2</sub>e. For 2010/11 an exchange rate of 0.85:1 £:€ was applied (1 tonne CO<sub>2</sub>e = £4.675). For 2009/10 an exchange rate of 0.89:1 £:€ was applied (1 tonne CO<sub>2</sub>e = £4.895). Final invoice cost may vary due to fluctuations in Euro exchange rate.
- Carbon emissions for 2009/10 are calculated using 2010/11 emissions factors in accordance with Defra 2010 guidance.
- Carbon offset figures for 2009/10 are based on restated data this year.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.41 GREENHOUSE GAS EMISSION OFFSET COSTS BY SCOPE

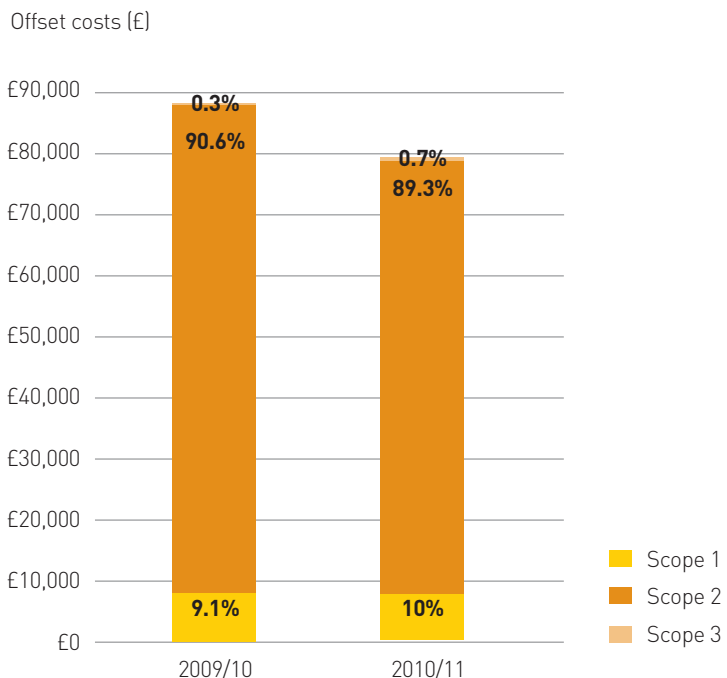
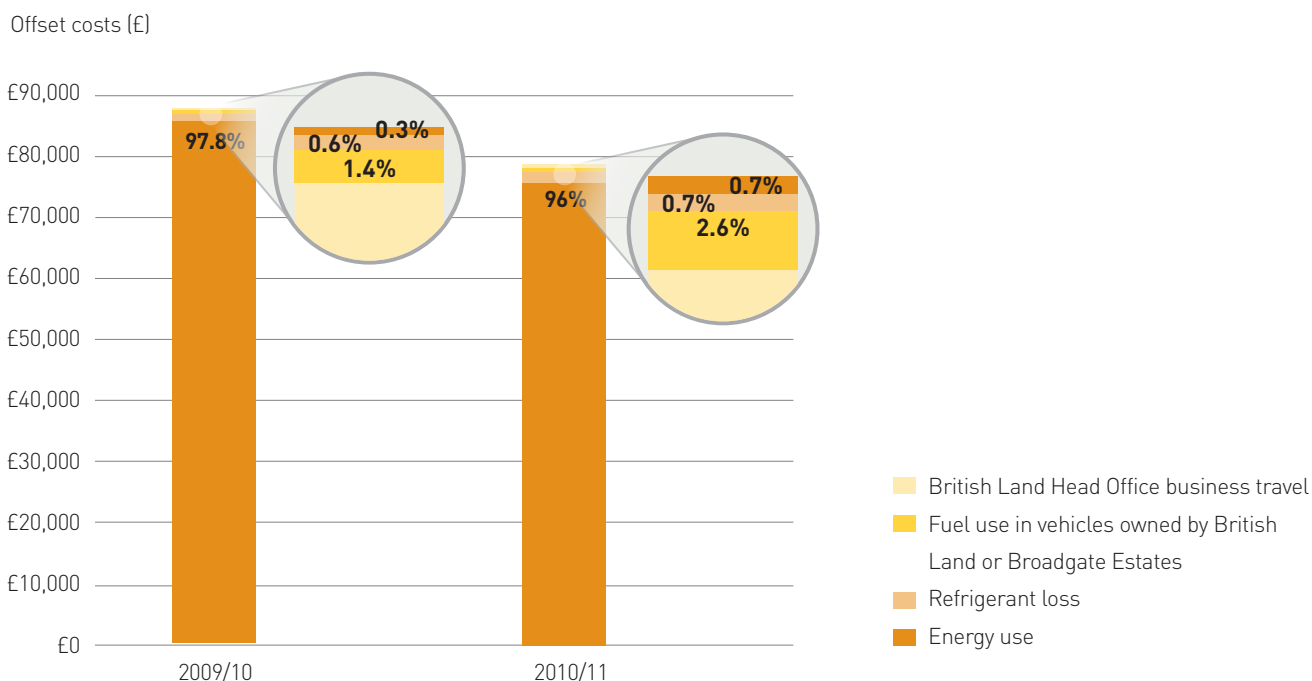



FIG. 2.42 GREENHOUSE GAS EMISSION OFFSET COSTS BY SCOPE



## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS SUPPLIERS

**FIG. 2.4.3 HEALTH AND SAFETY AT PROPERTIES**  Assurance excludes health and safety compliance, and properties achieving our health and safety management standards

	Health and safety compliance*			Properties achieving our health and safety management standards**		Fatal accidents at our managed properties			Reportable non-fatal lost day or RIDDOR accidents at our managed properties				Minor accidents at our managed properties		
	[%]			[%]		(number)			(number)				(number)		
	2010/11	2010/11	2010/11	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
	Total risks deemed to be under control at annual audit	Uncontrolled risks identified completed by year end	Statutory document compliance at year end												
Offices	96%	96%	97%	NA**	98%	0	0	15	0	0	12	0	245	NR	NR
Retail	86%	96%	93%	NA**	98%	0	0	28	0	7	40	0	160	NR	NR
Continental Europe	90%	100%	78%	NA**	NR	0	NR	0	0	0	NR	0	1	NR	NR
<b>Total/ Average</b>	<b>92%</b>	<b>96%</b>	<b>92%</b>	<b>NA**</b>	<b>98%</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>7</b>	<b>52</b>	<b>0</b>	<b>406</b>	<b>NR</b>	<b>NR</b>

### DATA NOTES

#### Metrics:

- 'Statutory documents' refers to legally required health and safety documentation including that related to items of plant and equipment. For example, documentation related to legionella risk assessments or lift servicing.
- RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

#### Scope:

- All UK and Europe managed properties.
- Safety incidents reported to British Land or its Managing Agents.
- Offices: For 2010/11 we have added fatal accidents, RIDDOR accidents and minor accidents data for non-British Land properties managed by Broadgate Estates Ltd. and Acuity Ltd.

\* Not reported in 2009/10; these 3 indicators replace the previous indicator 'Properties achieving our health and safety management standards'.

\*\* In 2010/11, this indicator was replaced by three indicators for 'health and safety compliance' and will not be reported in future years.

#### Methodology:

- ARK Workplace Risk undertakes annual risk assessment audits of all managed properties, aiming to complete an audit within 2 weeks of a property joining the managed portfolio. The risk assessment is based on the methodology of ISO 18001 and the scoring categorisation of BS8800. From this risk assessment, risks are categorised as controlled or uncontrolled (moderate, substantial or intolerable). Each uncontrolled risk is presented on their software system, HSSmart, from which performance dashboards are produced to monitor trends. These dashboards provide the data shown here.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.44 MANAGING LICENSES FOR ALTERATION

	Agents requesting full information from occupiers within five working days		Agents issuing Letter Licences or instructing solicitors within five working days		Solicitors engrossing deed for Licence for Alteration within 20 working days	
	[% and average number of days]		[% and average number of days]		[% and average number of days]	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Offices	100%	92%	100%	93%	0%	0%
	NR	1.0	NR	2.5	NR	76.6
Retail	99%	100%	97%	100%	0%	50%
	NR	1.7	NR	2.4	NR	42.4
<b>Average</b>	<b>100%</b>	<b>96%</b>	<b>98.5%</b>	<b>96.5%</b>	<b>0%</b>	<b>25%</b>
	<b>NR</b>	<b>1.4</b>	<b>NR</b>	<b>2.5</b>	<b>NR</b>	<b>59.5</b>

### DATA NOTES

#### Scope:

- UK managed agents only.
- In 2010/11 we stopped reporting on average number of days, given we report to occupiers directly on this on an ongoing basis.

FIG. 2.45 CONSTRUCTION SPEND

	2010/11	2009/10
Construction spend (£)	£23,660,681	£169,130,000

### DATA NOTES

#### Metric:

- Construction spend is a rough estimate of costs expended in this financial year on development projects excluding design, legal or finance fees or costs. It is intended to reflect the value of materials, energy and manpower required to construct our projects and is a rough estimate based on available information.

#### Methodology:

- The figure is compiled from cost plans, development executives' estimates, and is sanity checked against monthly construction estimates entered by our construction site teams. This year's figure reflects our reduced development activity. The figure is not audited and is probably less than 80% accurate.

FIG. 2.46 HEALTH AND SAFETY ON OUR DEVELOPMENTS



	2010/11	2009/10
Lost-day accident rate (number of incidents per 100,000 hours worked)	0	0.47
Reportable accident rate (number of incidents per 100,000 hours worked)	0.46	0.26
Total job-related fatal accidents (number)	0	0
Total job-related lost-day or reportable non-fatal accidents (number)	1	14
Total health and safety incidents of non-compliance (number)	0	0

### DATA NOTES

#### Scope:

- Safety incidents reported to British Land or its project teams.
- Reportable Accidents – The number of RIDDOR reportable accidents across the selected period (this is calculated from the combined total of any fatalities, dangerous occurrences, major injuries and over three-day accident totals).
- Lost Day Accidents – The number of injuries which are not 'major' but result in the injured person being away from work or unable to do the full range of their normal duties for up to 3 days in the period.
- Covers 16 managed development projects reporting health and safety information. 13 small projects did not report; 3 further projects are not applicable. Includes our 1 European development.
- Incidents of non-compliance refer to Health and Safety Executive Improvement or Prohibition Notices served.

#### Methodology:

- Health and safety statistics are collected across the managed development portfolio using an online software solution – Credit 360. Site managers at our managed sites are required to provide monthly responses to a series of questions issued to them via 'delegation forms'. These monthly responses are reviewed at least quarterly by British Land and reported to our board. Site inspections and third-party audits are held regularly on all major projects; frequency depends on the risk profile of the development.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.47 DEVELOPMENTS EMPLOYMENT AND TRAINING

	2010/11	2009/10
	(number)	(number)
Average personnel on site across the year (estimated number)	20	750
Total person hours worked on site (number)	216,327	1,933,162
Training scheme workers (number)	0	4
Apprenticeship workers (number)	2	2

### DATA NOTES

#### Scope:

→ Data for training scheme and apprenticeship workers covers all projects; there were only 2 apprenticeships at the North East Quadrant, Regent's Place development site.

#### Methodology:

→ Average personnel on site is an estimate based on monthly reports of average personnel on site and averaged across the year. The number fluctuates significantly throughout the year.

FIG. 2.48 CONSIDERATE CONSTRUCTORS SCHEME

	2010/11	2009/10
Average score (out of 40)	33.0	31.5

### DATA NOTES

#### Scope:

→ There were three Considerate Constructors Audits of our sites this year; 2 at the North East Quadrant Development, Regent's Place; and 1 at the refurbishment of Eldon House.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS OTHER MEASURES

FIG. 2.49 ENVIRONMENTAL EXPENDITURE GRI: EN28, EN30, PR9

	Environmental protection expenditures	
	(£)	
	2010/11	2009/10
<b>Material costs</b>		
Energy purchased	£17,583,293	£18,396,996
Water purchased	£864,068	£915,921
<b>Waste and emissions costs</b>		
Landfill disposal costs	£379,888	£125,120
Insurance costs for environmental liability	£195,000	£81,150
Carbon emission offset certificates	£65,972	£101,664
Environmental non-compliance costs	£0	£0
<b>Prevention and management costs</b>		
External consultant fees	£490,891	£583,475
External certification of ISO:14001	£6,764	£6,931
Carbon Trust Standard certification	£19,110	NA
Energy management investment	£606,988	NR
Water management investment	£105,981	NR
Waste management investment	£96,922	NR
Biodiversity management Investment	£42,663	NR
<b>Total</b>	<b>£20,457,540</b>	<b>£20,211,256</b>

### DATA NOTES

#### Scope:

- This year we have updated our presentation of environmental expenditure to one that is adapted from the International Federation of Accountants publication 'Sustainability Framework 2.0 Professional Accountants as Integrators' (March 2011).
- Energy: total energy costs as reported in Figure 2.1.
- Water: total water costs as reported in Figure 2.18.
- Landfill disposal: total landfill costs as reported in Figure 2.27.
- Improvement costs are costs for improvement initiatives that have been completed or are in progress; costs committed but not spent or in progress are excluded. Energy initiatives include monitoring and management system installation, lighting upgrades, chiller control upgrade and meter improvements. Water initiatives include installation of meters, waterless urinals, reverse-osmosis system and toilet Hippos. Waste initiatives include the lease or purchase of new bins, balers and compactors and a waste audit. Biodiversity initiatives include installation of bird and bat boxes, improved planting, green roof installation, new water features and supporting the Beyond the Hive initiative.
- Insurance costs for environmental liability cover premium costs related to an Environmental Impairment Liability Policy. Costs are inclusive of premium tax and consultant fees.
- External consultant fees relate to environmental and energy management consultancy in 2010/11. Figures exclude VAT.

#### Methodology:

- Materials, landfill disposal and carbon offset costs as reported in earlier sections of Full Data Report.
- Insurance costs provided by insurance provider.
- Consultant and certification fees as recorded by invoices or fee ledger reports.
- Investment costs as reported by managing agents; costs include both investment from service charge costs and investment from non-service charge costs.

## 2. MANAGING BUILDINGS EFFICIENTLY & DEVELOPING SUSTAINABLE BUILDINGS

FIG. 2.50 ENVIRONMENTAL COMPLIANCE GRI: EN28, PR30

	Environmental non-compliance events		Environmental non-compliance costs	
	(number)		[€]	
	2010/11	2009/10	2010/11	2009/10
Managed portfolio	0	0	€0	€0
Development projects	0	0	€0	€0

### DATA NOTES

#### Methodology:

- UK managed portfolio tracked by insurers.
- UK development projects tracked through our ISO 14001 certified Environmental Management System.

FIG. 2.51 PROJECT RATINGS IN SUSTAINABILITY SCHEMES GRI: EN26

Project	Rating	% Performance	Scheme Name	Scheme Year	2010/11
					Status
10 Brock Street, NEQ, Regent's Place, London	Excellent	81.94	BREEAM Office	2005	Complete and Certified
10 Brock Street, NEQ, Regent's Place, London	Excellent	72.27	BREEAM Office	2008	Draft Report
30 Brock Street, NEQ, Regent's Place, London	Excellent	79.27	BREEAM Office	2005	Complete
30 Brock Street, NEQ, Regent's Place, London	Excellent	74.05	BREEAM Office	2008	Draft Report
2-14 Baker Street, London	Excellent	71.63	BREEAM Office	2006	Pre-Assessment
The Leadenhall Building, London	Excellent	71.68	BREEAM Office	2005	Complete and with BRE
199 Bishopsgate refurbishment, London	Excellent	74	BREEAM Office	2008	Draft Report
5 Broadgate, London	Excellent	74.51	BREEAM Office	2008	Pre-Assessment
Marble Arch House, London	Excellent	74.17	BREEAM Office	2008	Pre-Assessment
Whitely Village, Fareham	Excellent	73.01	BREEAM Retail	2008	Draft Report
Surrey Quays Extension, London	Excellent	73.21	BREEAM Retail	2008	Pre-Assessment
20 Brock Street - Market, NEQ, Regent's Place, London	Level 3	67.97	Code for Sustainable Homes	2009	Pre-Assessment
Drummond Street - Social, NEQ, Regent's Place, London	Level 4	74.47	Code for Sustainable Homes	2009	Pre-Assessment
95-99 Baker Street, London	Level 3	58.83	Code for Sustainable Homes	2006	Pre-Assessment
25 James Street, London	Excellent	72	EcoHomes	2006	Draft Report
62-64 Seymour Street, London	Very Good	65.38	EcoHomes	2006	Pre-Assessment

### DATA NOTES

#### Boundary:

- This metric covers all major development projects active in this financial year managed by British Land where, at a minimum, a formal pre-assessment has been undertaken by an accredited assessor.

#### Scope:

- Projects which are confidential have been excluded.

#### Methodology:

- The rating, % performance, scheme name and scheme year have been provided by BREEAM Assessors in formal reports.



# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

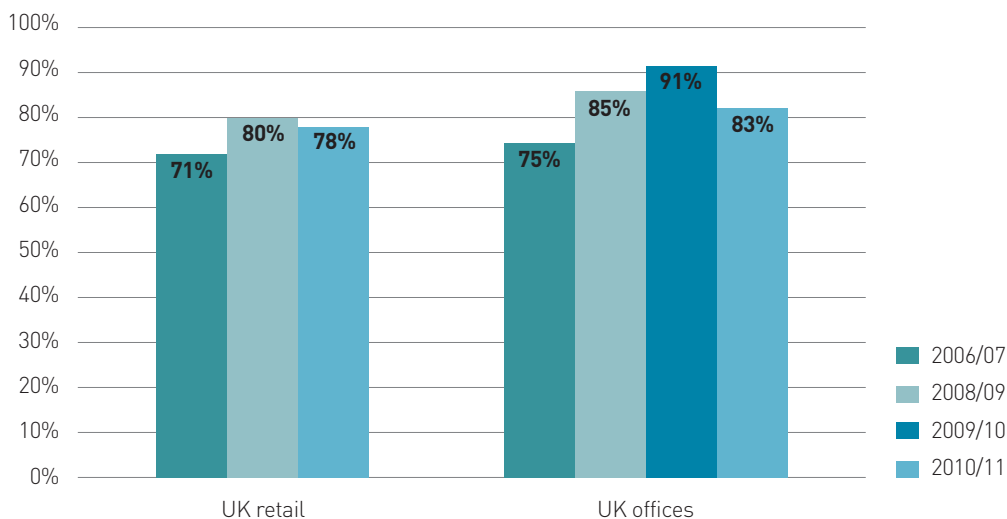
FIG. 3.1 CUSTOMER SATISFACTION GRI: PR5

	Rating British Land as an owner as excellent or good				Rating our managing agents as excellent or good			
	[%]				[%]			
	2010/11	2009/10	2008/09	2006/07	2010/11	2009/10	2008/09	2006/07
UK offices	83%	91%	85%	75%	73%	no survey	53%	62%
UK retail	78%	no survey	80%	71%	63%	no survey	37%	16%
<b>UK average</b>	<b>80%</b>	<b>NA</b>	<b>82%</b>	<b>73%</b>	<b>67%</b>	<b>NA</b>	<b>43%</b>	<b>40%</b>

**DATA NOTES**

- Scope:**
- UK managed properties.
  - Prior to 2009, excellent and good were reported as very satisfied and satisfied respectively.
  - No survey undertaken in 2007/08.
  - Retail comprises shopping centres and retail parks.
- Methodology:**
- 2010/11 results based on independent survey by RealService.
  - 2010/11 UK average calculated on the basis of portfolio weighting: retail 60%, offices 40%.
  - 2009/10 UK results were based on 12 respondents to post-occupancy surveys at 201 Bishopsgate and The Broadgate Tower. 2008/09 results were based on 50 independent telephone interviews with occupiers in early 2009. 2006/07 results were based on 54 independent telephone interviews in early 2007.

FIG. 3.2 CUSTOMERS RATING US AS EXCELLENT OR GOOD GRI: PR5



# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

FIG. 3.3 CUSTOMERS RATING OUR AGENTS AS EXCELLENT OR GOOD GRI: PR5

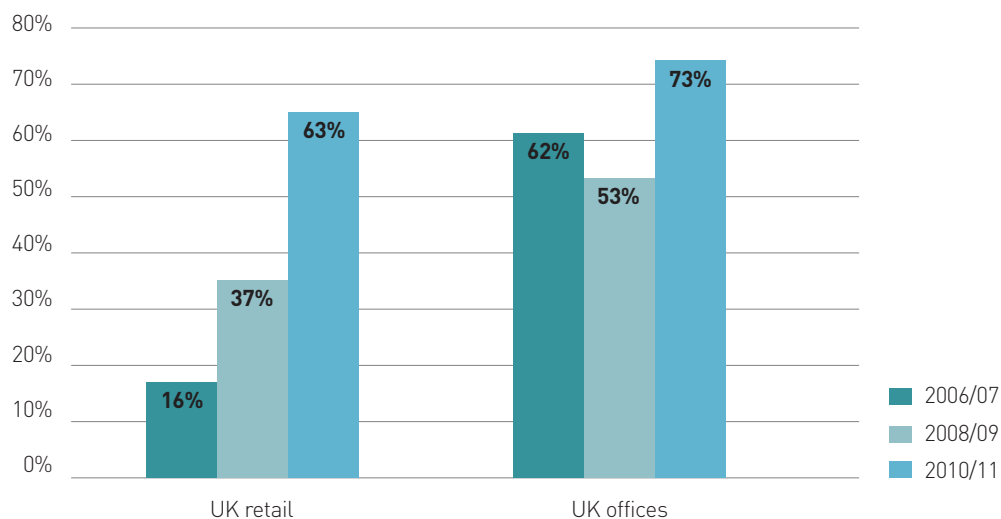


FIG. 3.4 CUSTOMER WILLINGNESS TO RECOMMEND GRI: PR5

	Rating very likely or likely to recommend British Land			
	[%]			
	2010/11	2009/10	2008/09	2006/07
UK offices	92%	100%	80%	84%
UK retail	86%	no survey	86%	
<b>UK average</b>	<b>88%</b>	<b>NA</b>	<b>83%</b>	<b>84%</b>

**DATA NOTES**

As per Figure 3.1

FIG. 3.5 UNDERSTANDING CUSTOMERS' NEEDS GRI: PR5

	Rating British Land's understanding of customers' needs as excellent or good			
	[%]			
	2010/11	2009/10	2008/09	2006/07
UK offices	74%	70%	63%	69%
UK retail	64%	no survey	67%	74%
<b>UK average</b>	<b>68%</b>	<b>NA</b>	<b>65%</b>	<b>72%</b>

**DATA NOTES**

As per Figure 3.1

# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

**FIG. 3.6 SERVICE CHARGE MANAGEMENT**

	Service charge communications completed on time			
	[%]			
	2010/11	2009/10	2008/09	2006/07
UK offices	100%	100%	100%	75%
UK retail	97%	97%	95%	100%
<b>UK average</b>	<b>99%</b>	<b>99%</b>	<b>98%</b>	<b>88%</b>

**DATA NOTES**

- Scope:**
- UK managed properties.
  - Managing agents' compliance with our management requirements for timely delivery of reports on budgets, forecasts, reconciliations, cash reconciliations, year-end within budget and notifications of overspend.
  - Figures for 2008 and 2007 refer to calendar year performance.

- Methodology:**
- Managing agent performance indicators aggregated on a quarterly and year-end basis, based on agent reports.

**FIG. 3.7 OCCUPIER RETENTION**

	2010/11	2009/10	2008/09
Occupier retention (%)	29%	43%	51%

**DATA NOTES**

- Scope:**
- Leases retained where the occupier had an unfettered option to renew.
  - 2010/11: 89 leases retained of 310 determined this year.
  - 2009/10: 121 leases retained of 284 determined in that year.
  - 2008/09: 114 leases retained of 265 determined in that year.

- Methodology:**
- These figures have been calculated based on legal documentation to determine, renew or grant leases to tenants. The retention numbers are based on tenants, or related companies within the same group, renewing their leases or signing new leases to relocate their business to a different unit within the same property.

**FIG. 3.8 REALSERVICE BEST PRACTICE INDEX**

	2010/11	2009/10	2008/09
Index Quartile Position	Top	Top	Top

**DATA NOTES**

- Scope:**
- UK managed portfolio.

- Methodology:**
- The RealService Index benchmark is an annual scorecard that measures the engagement and skills of member organisations in delivering high levels of customer service. The survey is conducted through online self-assessments reviewed by independent verifiers.

# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

FIG. 3.9 OCCUPATIONAL COSTS

	Average service charge cost		Like-for-like average service charge cost		Average property insurance costs	
	[£ per sq ft]		[£ per sq ft]		[£ per sq ft]	
	2010	2009	2010/11	2009/10	2010/11	2009/10
UK Offices	£8.73	£8.71	£9.61	£9.06	£0.38	£0.39
UK Shopping centres	£5.60	£4.33	£5.98	£5.95	£0.32	£0.31
UK Shopping parks	£1.38	£1.40	£1.37	£1.39	£0.16	£0.12
UK Retail parks	£1.04	£0.99	£1.03	£1.01		

**DATA NOTES**

**Scope:**

- UK properties with full service charge year only included.
- Offices floor area is net internal area.
- Retail floor area is gross internal area.
- 2009/10 office service charge cost is based on calendar year end.
- The shopping centre average service charge costs have increased due to new acquisitions within the last six months of the year.
- Property insurance is made up of building damage and loss of rent and service charges.

**Methodology:**

- Office insurance costs include FRI (Full Repairing and Insuring lease) properties.
- Insurance figures provided by insurance providers.
- 2010/11 figures are based on forecast spend as final year end reconciliations are not yet completed.
- 2009/10 figures are actual.

FIG. 3.10 AVERAGE SERVICE CHARGE COSTS

Sector	2010/11	2009/10	Difference between 2009/10 and 2010/11	2010/11 like-for-like	2009/10 like-for-like	Difference between like-for-like 2009/10 and 2010/11
	£ per sq ft	£ per sq ft	£ per sq ft	£ per sq ft	£ per sq ft	£ per sq ft
<b>Office portfolio</b>						
Broadgate offices	£9.81	£9.15	£0.66	£9.81	£9.15	£0.66
Other London offices	£7.59	£8.64	-£1.05	£8.75	£8.70	£0.05
<b>Total offices</b>	<b>£9.11</b>	<b>£9.01</b>	<b>£0.10</b>	<b>9.61</b>	<b>£9.06</b>	<b>£0.55</b>
<b>Retail portfolio</b>						
Bulky goods retail parks	£0.70	£0.67	£0.03	0.70	0.67	£0.03
Retail parks	£1.21	£0.93	£0.28	0.95	0.93	£0.02
Shopping parks	£1.38	£1.39	-£0.01	1.38	1.39	-£0.01
Shopping centres	£7.68	£5.95	£1.73	5.98	5.95	£0.03
<b>Total retail</b>	<b>£2.71</b>	<b>£2.23</b>	<b>£0.48</b>	<b>2.24</b>	<b>2.23</b>	<b>£0.01</b>

**DATA NOTES**

See Figure 3.9.

# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

FIG. 3.11 SERVICE CHARGE PERFORMANCE

Sector	Floor area (Square feet)	2010/11	2009/10	% difference	Cost difference	Like-for- like floor area (Square feet)	Like-for-like 2010/11	Like-for-like 2009/10	Like- for-like % difference	Like-for- like cost difference
<b>Office portfolio</b>										
Broadgate offices	2,867,878	£27,132,740	£14,638,982	85%	£12,493,758	2,464,267	£24,185,888	£22,554,208	7%	£1,631,680
Other London offices	1,398,306	£10,125,617	£5,143,429	97%	£4,982,188	585,468	£5,124,770	£5,091,154	1%	£33,616
<b>Sub total offices</b>	<b>4,266,184</b>	<b>£37,258,357</b>	<b>£19,782,411</b>	<b>88%</b>	<b>£17,475,946</b>	<b>3,049,735</b>	<b>£29,310,658</b>	<b>£27,645,362</b>	<b>6%</b>	<b>£1,665,296</b>
<b>Retail portfolio</b>										
Bulky goods retail parks	432,584	£302,964	£291,098	4%	£11,866	432,584	£302,964	£291,098	4%	£11,866
Retail parks	4,440,698	£4,298,882	£4,137,126	4%	£161,756	3,793,319	£3,599,714	£3,509,562	3%	£161,756
Shopping parks	4,580,618	£6,319,991	£6,427,659	-2%	-£107,668	4,344,107	£5,991,501	£6,017,759	0%	-£107,668
Shopping centres	3,410,699	£19,090,619	£14,783,689	29%	£4,306,930	2,486,521	£14,858,284	£14,783,689	1%	£4,306,930
<b>Sub total retail</b>	<b>12,864,599</b>	<b>£30,012,456</b>	<b>£25,639,572</b>	<b>17%</b>	<b>£4,372,884</b>	<b>11,056,531</b>	<b>£24,752,463</b>	<b>£24,602,108</b>	<b>1%</b>	<b>£4,372,884</b>
<b>Total</b>	<b>17,130,783</b>	<b>£67,270,813</b>	<b>£44,693,128</b>	<b>51%</b>	<b>£22,577,685</b>	<b>14,106,266</b>	<b>£54,063,121</b>	<b>£44,693,128</b>	<b>21%</b>	<b>£9,369,993</b>

**DATA NOTES**

See Figure 3.9.

**Methodology:**

→ Corrected error in last year's report: '2009/10 actual - sub total retail' corrected from £24,910,171 to £24,910,717.

FIG. 3.12 LEASE MANAGEMENT

	Customers rating British Land as Lease Code compliant		Customers rating British Land lease flexibility as excellent or good		Customers rating British Land lease assignment flexibility as excellent or good	
	[% of 'yes' responses, OSI equivalent rating]		[% total responses, OSI equivalent rating]		[% total responses, OSI equivalent rating]	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Offices	94%	no survey	NR	75%	NR	57%
Retail	83%	no survey	NR	no survey	NR	no survey
<b>Average</b>	<b>87%</b>	<b>no survey</b>	<b>NR</b>	<b>NA</b>	<b>NR</b>	<b>NA</b>

**DATA NOTES**

**Scope and Methodology:**

→ OSI is the UK Occupier Satisfaction Rating Index: An annual index and opinion survey to measure satisfaction amongst customers of the UK commercial property industry. OSI does not distinguish between property types. OSI lease code compliance for 2009 is the 2009 Index reported 'no survey' results. OSI lease flexibility for 2009 is the 2009 Index reported 'Flexibility of leases (length and break options)' results.

→ Review of the indicators 'Customers rating British Land lease flexibility as excellent or good' and 'Customers rating British Land lease assignment flexibility as excellent or good' resulted in British Land no longer considering these material to report on. These indicators will be removed from future data reports.

# 3. EXCEEDING CUSTOMERS' EXPECTATIONS

FIG. 3.13 SERVICE CHARGE AUDITS

	Properties audited	
	[number]	
	2010/11	2009/10
Platinum audits	3	1
Gold audits	6	6
Silver audits	2	0
Bronze audits or below	0	0
<b>Total Gold and Platinum audits</b>	<b>9</b>	<b>7</b>
	<b>82%</b>	<b>100%</b>

**DATA NOTES**

**Methodology:**

→ Independent Service Charge Code audits carried out by the Property Managers Association.

# 4. FOCUSING ON LOCAL COMMUNITIES

FIG. 4.1 **COMMUNITY INVESTMENT** GRI: EC1, EC8, SO1



	2010/11	2009/10
<b>Community investment</b>		
Cash donations	£665,666	£505,975
Staff time	£38,588	£40,941
Supplier time	£103,954	£87,975
In-kind e.g. use of space	£68,412	£81,983
<b>Sub-total community investment</b>	<b>£876,620</b>	<b>£716,874</b>
<b>Additional community support</b>		
Fundraising across our portfolio	£771,617	£491,522
Occupier funding	£23,949	£37,288
External funding for local training	£1,123,036	£617,003
Other external funding	£7,665	£13,930
<b>Sub-total community support</b>	<b>£1,926,267</b>	<b>£1,159,743</b>
<b>Total community investment and support</b>	<b>£2,802,887</b>	<b>£1,876,617</b>

## DATA NOTES

**Boundary:** UK only.

### Scope:

- This covers community investment activities at our Head Office, our managed retail and office portfolios which were reported in Credit 360 and non-mandatory contributions at our development sites. (For contributions through planning see Fig. 4.6).
- The managed portfolio falling within this scope consists of: 46 shopping parks/retail parks, 10 shopping centres, 2 London office estates (Regent's Place and Broadgate), Ropemaker Place and our Head Office, York House. 33 out of 46 shopping parks/retail parks reported (72%) and 9 out of 10 shopping centres reported (90%) (Green Lanes Shopping Centre, Barnstaple, purchased 18.2.2011, did not report). All previously stated office properties reported community activity. 4 of our development sites reported non-mandatory community contributions: Canada Water, Regent's Place NEQ, River Don Valley, Sheffield and The Leadenhall Building.
- Also included are relevant contributions from The Source Skills Academy in Sheffield, a £5.5 million training and development centre which was set up as a charity in partnership with British Land, Sheffield City Council, Yorkshire Forward and Objective 1. Adjacent to Meadowhall Shopping Centre, The Source Skills Academy is an element of British Land's Masterplanning programme, which is looking at sustainable development of the area, in conjunction with Sheffield City Council, over the next 20 years. The Source Skills Academy plays a central part in providing training for inward investors into the region. Profits are reinvested for long-term development, to create a self-sustaining organisation. Representatives from British Land and Sheffield City Council are members of the Board of Trustees, where they offer support and strategic guidance.
- This data excludes mandatory contributions relating to planning.
- Fundraising includes Head Office staff payroll giving of £10,660 but excludes British Land match giving.
- Occupier funding relates to funds from service charge.
- External funding for local training largely relates to The Source's operations. Contributions exclude training for those already in employment.

### Methodology:

- Data reported is that which has been collected from sites via an online data recording system, Credit 360. Relevant Head Office personnel also input community data onto this system. Data recorded follows the principles of the London Benchmarking Group's (LBG) framework, which provides a comprehensive and consistent set of measures to calculate corporate community investment [www.lbg-online.net](http://www.lbg-online.net).
- Cash donations are exclusive of VAT.
- Staff time relates to staff employed directly or contractually at British Land's Head Office.
- Staff and supplier time covers time spent on voluntary activities during paid working hours only.
  - \*Staff time is valued in accordance with LBG guidelines, with an average cost of time of all those staff who spent time on community initiatives being attributed.
  - \*Supplier time is valued in accordance with LBG guidelines. Time donated by those in management positions attributes an average cost based on all in relevant positions who spent time on community initiatives. Separate values are attributed for both the Retail and Office side of the business to give a more accurate figure. Time donated by suppliers in non-management positions is valued according to the latest Office for National Statistics UK average earnings figures, taking into account a 10% allowance for employers' national insurance and 5% for pension contributions (as per LBG guidance).
- In-kind contributions are based on cost rather than commercial value, calculated according to London Benchmarking Group guidelines. This figure largely relates to donations of space to charitable and community causes which are valued as per LBG Property and Construction Group guidance.

# 4. FOCUSING ON LOCAL COMMUNITIES

FIG. 4.2 COMMUNITY INVESTMENT GRI: EC1, EC8

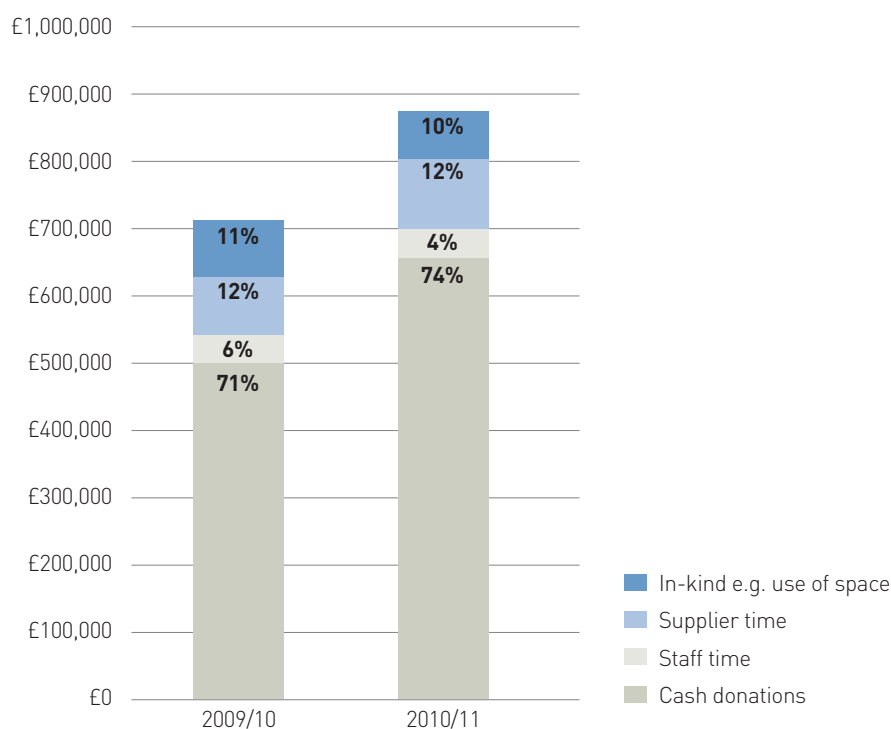


FIG. 4.3 LONDON BENCHMARKING GROUP DATA\* GRI: EC1, EC8

	Direct community investment		Leveraged community investment	
	(€)		(€)	
	2010/11	2009/10	2010/11	2009/10
Cash investment	€665,666	€505,975	€1,926,267	€1,159,743
Staff time investment	€38,588	€40,941	€103,954	€87,975
In-kind investment	€68,412	€81,983	NA	NA
<b>Total investment</b>	<b>€772,666</b>	<b>€628,900</b>	<b>€2,030,221</b>	<b>€1,247,718</b>

**DATA NOTES**

**Boundary:** UK only

**Scope:**

As stated in Fig. 4.1 above.

- Direct community investment relates to financial, staff time and in-kind (mainly space) donations from British Land.
- Leveraged cash investment may be from service charge, successful funding bids for training, funds raised at our sites, match funding gained for community or charitable causes, etc.
- Leveraged staff time investment relates to time input from the management teams and supplier staff at the properties within the scope of this data (see Fig 4.1 scope).

**Methodology:**

- \*The London Benchmarking Group is a membership organisation which provides a comprehensive and consistent set of measures to calculate community investment [www.lbg-online.net](http://www.lbg-online.net).



# 4. FOCUSING ON LOCAL COMMUNITIES

FIG. 4.4 LONDON BENCHMARKING GROUP\* SUMMARY DATA GRI: EC1, EC8

	Total investment	
	[£]	
	2010/11	2009/10
Total investment (direct and leveraged)	£2,802,887	£1,876,618

**DATA NOTES**

**Boundary:** UK only

**Metrics:** As per figure headings above.

**Units:** GBP £

**Scope:**

→ As stated in Fig. 4.1 above.

**Methodology:**

→ \*The London Benchmarking Group is a membership organisation which provides a comprehensive and consistent set of measures to calculate community investment - [www.lbg-online.net](http://www.lbg-online.net).

FIG. 4.5 STAFF VOLUNTEERING GRI: EC1, EC8

	Proportion of staff who volunteered	
	[%]	
	2010/11	2009/10
Head Office	31%	27%

**DATA NOTES**

**Boundary:** Staff based at our Head Office only.

**Metrics:** Covers time spent on business-supported voluntary, community or fundraising activities during working hours only.

**Units:** % of full-time equivalent (FTE) staff.

**Scope:**

→ FTEs comprise staff employed directly or contractually by British Land at our Head Office: 60 out of 202.9 FTEs in 2010-11. 2009-10 figure: 50 out of 184 FTEs.

**Methodology:**

→ Staff involved in the business-supported volunteering programme are recorded by Head Office.

# 4. FOCUSING ON LOCAL COMMUNITIES

FIG. 4.6 COMMUNITY CONTRIBUTIONS THROUGH PLANNING GRI: EC1, EC8, SO1



	Contributions through planning (£)	
	2010/11	2009/10
Affordable housing	£538	£6,250,533
Public space and environment	£1,556,572	£1,838,446
Accessibility and transport	£1,579,571	£341,625
Social welfare and community facilities	£1,248,815	£2,710,546
Community consultation	£253,179	£33,894
Expenses	£233,338	£48,239
<b>Total contributions</b>	<b>£4,872,013</b>	<b>£11,223,283</b>

**DATA NOTES**

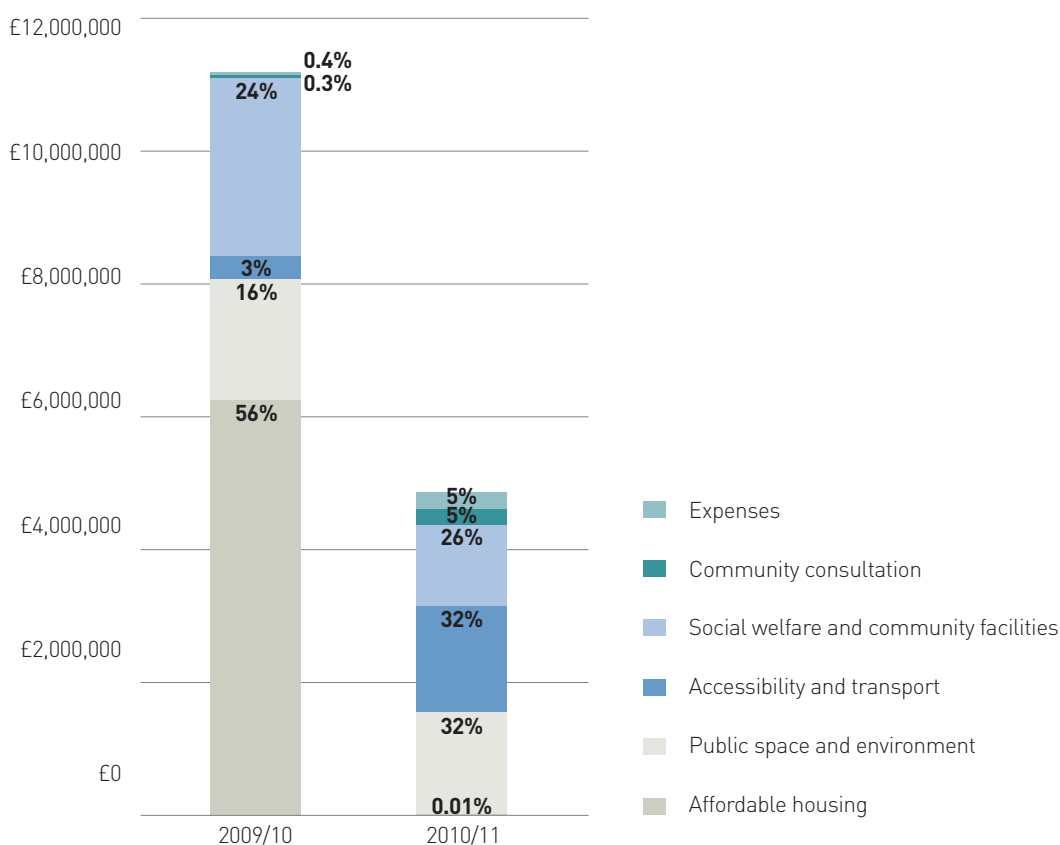
**Scope:**

- These figures reflect public or community benefit associated with our development activity or the implementation of planning permissions. Figures relate to money spent this financial year, not money committed or invoiced. For community benefit which we directly build (e.g. affordable housing) the figures reflect our build cost, minus financing but including directly relevant design fees.
- Our development activity varies significantly in response to economic conditions. Our figures for this year reflect our reduced development activity, particularly in Q1 and Q2. Significant contributions were made this year in relation to the Osnaburgh and NEQ developments at Regent's Place, Canada Water in Southwark, and 2-14 Baker Street.
- We are aware of 1 significant exclusion: community consultation at Parkgate, Rotherham, for which no spend information could be assembled. We have also excluded the affordable housing elements of NEQ, Regent's Place and 95-99 Baker Street as both developments are still in the early stages; we will include those contributions as appropriate in next year's report.

**Methodology:**

- We compile these figures by a search through our development accounting codes, supplemented by detailed sanity check to allocate the figures and ensure no double counting with our charitable donations.

FIG. 4.7 COMMUNITY CONTRIBUTIONS THROUGH PLANNING GRI: EC1, EC8, SO1



# 5. ENHANCING BIODIVERSITY

**FIG. 5.1 BIODIVERSITY ON OUR DEVELOPMENTS**

	2010/11	2009/10
	(number or %)	(number or %)
New Biodiversity Action Plan habitats created (number)	0	4
Biodiversity Action Plan habitats lost (number)	0	0
Species trans-located (number)	0	0
Percentage of potential BREEAM ecology credits achieved	86%	53%

**DATA NOTES**

**Scope:**

→ Data covers major UK projects with a construction value over £5 million which were on site or completed this financial year.

**Methodology:**

→ BREEAM credits based on ecology reports associated with BREEAM Design and Procurement Certificates awarded this financial year.

**FIG. 5.2 BIODIVERSITY AT OUR PROPERTIES**

	Proportion of properties covered (%)	
	2010/11	2009/10
Biodiversity Management Plan specific to property	33%	30%
Generic Biodiversity Management Plan	1%	1%

**DATA NOTES**

**Scope:**

→ UK properties only.

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

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

**Methodology:**

→ Based on information reported by managing agents using Credit 360, by an external ecologist working at some managed properties and the British Land Energy Executive (responsible for Environmental Action Plans).

FIG. 6.1 STAFF SATISFACTION GRI:LA1

	Rating British Land highly as an employer	Rating very satisfied at work	Agreeing British Land delivers quality in performance
	[%]		
	2010/11	2010/11	2010/11
British Land	92%	80%	91%

**DATA NOTES**

**Scope:**

- Permanent Head Office employees in the UK and 12 staff employed by British Land European Fund Management and based in our European locations.
- Excludes employees on fixed-term contracts, internships, temporary staff, contractors, consultants.

**Methodology:**

- Staff survey conducted in 2011 by independent third party.

FIG. 6.2 STAFF EMPLOYMENT GRI: LA1, LA12

	Average number of employees		Part-time (PT)/Full-time (FT) employees (member)		Employees receiving regular performance and career development reviews (%)		Employees employed under flexible working arrangements (%)	
	(number)		(PT)	(FT)				
	2010/11	2009/10	2010/11		2010/11	2009/10	2010/11	2009/10
British Land	179	158	15	179	100%	100%	9%	15%
Broadgate Estates	185	160	4	169	96%	94%	3%	10%
Acuity	73	79	5	68	100%	100%	7%	5%
<b>Total or Average %</b>	<b>437</b>	<b>397</b>	<b>24</b>	<b>416</b>	<b>99%</b>	<b>98%</b>	<b>6%</b>	<b>10%</b>

**DATA NOTES**

**Scope**

- Permanent Head Office full-time equivalents (FTEs) in the UK and Europe locations including those on maternity and paternity leave and those on sabbatical.
- Excludes employees not on a permanent contract, including those on fixed-term contracts, internships, temporary staff, contractors, consultants.
- Part-time /Full-time figures are actual employees as at 31 March 2011.
- Performance review results include all UK and Europe staff. They exclude staff on probation.
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

**Methodology**

- Part-time employees are counted as a fraction of an FTE.
- Average number of employees is based on the average of the FTE each month for the year.
- Employees employed under flexible working arrangements is based on FTE of these employees over the average FTE.
- Performance review results based on staff participating in 360-degree feedback and formal appraisals with their line managers during the year. Those on probation may also undertake the full process and others will have set objectives.

FIG. 6.3 STAFF DIVERSITY GRI: LA13

	Employees by gender				Management by gender				Employees by age							
	[%]				[%]				[%]							
	2010/11		2009/10		2010/11		2009/10		2010/11				2009/10			
	Male	Female	Male	Female	Male	Female	Male	Female	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+
British Land	55%	45%	54%	46%	75%	25%	75%	25%	5%	73%	20%	1%	4%	77%	19%	1%
Broadgate Estates	56%	44%	51%	49%	68%	32%	51%	49%	8%	71%	17%	4%	6%	73%	16%	4%
Acuity	60%	40%	66%	34%	75%	25%	75%	25%	15%	50%	29%	7%	11%	55%	25%	9%
<b>Average %</b>	<b>57%</b>	<b>43%</b>	<b>57%</b>	<b>43%</b>	<b>73%</b>	<b>27%</b>	<b>67%</b>	<b>33%</b>	<b>9%</b>	<b>65%</b>	<b>22%</b>	<b>4%</b>	<b>7%</b>	<b>68%</b>	<b>20%</b>	<b>5%</b>

**DATA NOTES**

**Scope**

- Permanent Head Office full-time equivalents(FTEs) in the UK as at 31 March 2011 (178 staff at British Land, 174 staff at Broadgate Estates Ltd, 73 staff at Acuity Ltd) including those on maternity and paternity leave and those on sabbatical.
- Excludes 12 staff employed by British Land European Fund Management and based in our European locations for which no data is held centrally.
- Excludes employees on fixed-term contracts, internships, temporary staff, contractors, consultants.
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

FIG. 6.4 STAFF TURNOVER GRI: LA2

	Employees leaving		Employees leaving by gender				Employees leaving by age							
	(number and % of total staff)		(number and %)				(number and %)							
	2010/11	2009/10	2010/11		2009/10		2010/11				2009/10			
			Male	Female	Male	Female	19-25	26-46	47-60	61+	19-25	26-46	47-60	61+
British Land	12.4	15	5	7.4	9	6	0	11.4	1	0	2	11	2	0
	8%	9%	5%	10%	10%	8%	0%	9%	3%	0%	33%	9%	6%	
Broadgate Estates	23	21	14	9	10	11	3	16	3	1	3	14	3	1
	13%	12%	61%	39%	10%	15%	13%	70%	13%	4%	27%	11%	11%	14%
Acuity	27	12	21	6	4	8	3	13	8	3	3	5	3	1
	37%	15%	78%	22%	33%	67%	11%	48%	30%	11%	25%	42%	25%	8%
<b>Total leaving</b>	<b>62</b>	<b>48</b>	<b>40</b>	<b>22</b>	<b>23</b>	<b>25</b>	<b>6</b>	<b>40</b>	<b>12</b>	<b>4</b>	<b>8</b>	<b>30</b>	<b>8</b>	<b>2</b>

**DATA NOTES**

**Scope:**

- Permanent Head Office full-time equivalents (FTEs) in the UK as at 31 March 2011 including those on maternity and paternity leave and those on sabbatical.
- Excludes 12 staff employed by British Land European Fund Management and based in our European locations for which no data is held centrally.
- Excludes employees on fixed-term contracts, internships, temporary staff, contractors, consultants.
- Leavers include employee redundancies and retirement.
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

**Methodology:**

- Employees leaving are based on FTE of leavers/ average FTE.
- For gender and age the FTE of leavers was divided by the FTE at the end of the year.

FIG. 6.5 LOST WORKING DAYS GRI: LA7

	Working days lost through sickness		Proportion of all working days lost through sickness	
	(number)		[%]	
	2010/11	2009/10	2010/11	2009/10
British Land	535.5	587	1.2%	1.4%
Broadgate Estates	492.5	780	1.1%	1.8%
Acuity	583	537	3.5%	3.0%
<b>Total or average %</b>	<b>1,611</b>	<b>1,904</b>	<b>1.9%</b>	<b>2.1%</b>

**DATA NOTES**

**Scope:**

- Average permanent Head Office full-time equivalents (FTEs) in the UK including those on maternity and paternity leave and those on sabbatical.
- Excludes 12 staff employed by British Land European Fund Management and based in our European locations for which no data is held centrally.
- Excludes employees on fixed-term contracts, internships, temporary staff, contractors, consultants.
- 'Lost days' covers general absenteeism due to sickness; it would include any lost days from work related accidents (none reported).
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

**Methodology:**

- Working days in the year are calculated as the average FTE x260.
- Lost day calculated from the moment employee leaves work (half day for example) or does not arrive at work.

FIG. 6.6 STAFF HEALTH AND SAFETY GRI: LA7



	Fatal accidents		Reportable RIDDOR accidents	
	(number)		(number)	
	2010/11	2009/10	2010/11	2009/10
British Land	0	0	0	0
Broadgate Estates	0	0	0	0
Acuity	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**DATA NOTES**

**Metrics:**

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

**Scope:**

- Safety incidents reported to British Land.
- British Land refers to the Head Office team.
- Broadgate Estates covers staff employed by Broadgate Estates Ltd and Acuity Ltd (a 100% owned subsidiary of Broadgate Estates Ltd). Figures were not previously reported for Acuity Ltd.
- This would cover accidents to permanent employees, contractors, visitors etc., to Head Office.

**Methodology:**

- Data provided by British Land and Broadgate Estates Ltd human resources.
- Accidents reported were all three-day reportable accidents where the injured party was incapacitated for more than three days.

FIG. 6.7 STAFF TRAINING GRI: LA10

	Training days		Average training hours per employee	
	(number)		(number)	
	2010/11	2009/10	2010/11	2009/10
British Land	396	96	17	4
Broadgate Estates	356	392.5	14	17
Acuity	120	37	10	3
<b>Total / average</b>	<b>872</b>	<b>526</b>	<b>14</b>	<b>9</b>

**Scope:**

- Permanent Head Office full-time equivalents (FTEs) in the UK including those on maternity and paternity leave and those on sabbatical.
- Excludes 12 staff employed by British Land European Fund Management and based in our European locations for which no data is held centrally.
- Excludes employees on fixed-term contracts, internships, temporary staff, contractors, consultants.
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

**Methodology:**

- Number of hours calculated by training days x7 and then divided by the FTE.

FIG. 6.8 DISCRIMINATION GRI: HR4

	Incidents of discrimination	
	(number)	
	2010/11	2009/10
British Land	0	0
Broadgate Estates	1	0
Acuity	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

**DATA NOTES**

**Scope**

- British Land Head Office.
- Acuity Ltd is a 100% owned subsidiary of Broadgate Estates Ltd. Figures not previously reported.

**Methodology**

- Data provided by British Land and Broadgate Estates Ltd human resources.
- The 1 incident reported is no longer subject to action.

# 7. GLOBAL REPORTING INITIATIVE INDEX

## INTRODUCTION

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

1. Profile
2. Management Approach
3. Performance Indicators

References are available from the following web addresses:

- Annual Report and Accounts 2011 available at [www.britishland.com/annualreport2011.pdf](http://www.britishland.com/annualreport2011.pdf)
- Corporate Responsibility Report 2011 available at [www.britishland.com/crreport2011](http://www.britishland.com/crreport2011)
- Website pages and other referenced documents available at [www.britishland.com](http://www.britishland.com)

## 1. PROFILE

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

1. STRATEGY AND ANALYSIS			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
1.1	Statement from the most senior decision-maker of the organization.	Fully	Annual Report and Accounts 2011 - Chairman's Letter, page 03 - Our Strategy by Chris Grigg, page 14 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01
1.2	Description of key impacts, risks, and opportunities.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, Our Strategy, pages 64 - 70 Corporate Responsibility Report 2011 British Land website - Responsibility, Our Approach - Responsibility, Stakeholder Engagement - Responsibility, Managing Buildings Efficiently - Responsibility, Developing Sustainable Buildings - Responsibility, Enhancing Biodiversity - Responsibility, Focusing on Local Communities
2. ORGANISATIONAL PROFILE			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
2.1	Name of the organization.	Fully	The British Land Company PLC
2.2	Primary brands, products, and/or services.	Fully	Annual Report and Accounts 2011 - Understanding British Land, pages 04 - 05 - Our Portfolio, pages 25 - 57 - Corporate Responsibility, page 70
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Annual Report and Accounts 2011 - Financial Statements, pages 133 - 180 British Land website - Investor Relations, Company Overview
2.4	Location of organization's headquarters.	Fully	York House 45 Seymour Street London W1H 7LX
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Annual Report and Accounts 2011 - Our Portfolio, pages 25 - 57 Full Data Report 2011 - 10 Reporting Criteria
2.6	Nature of ownership and legal form.	Fully	Annual Report and Accounts 2011 - Understanding British Land, pages 01, 04 - 05 - Our Strategy, pages 13 - 23
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Annual Report and Accounts 2011 - Our Markets Overview, pages 06 - 09 - British Land Portfolio, pages 25 - 57
2.8	Scale of the reporting organization.	Fully	Annual Report and Accounts 2011 - British Land Portfolio, pages 25 - 57 - Financial Statements, pages 133 - 180 Full Data Report 2011 - People, Fig. 6.2



# 7. GLOBAL REPORTING INITIATIVE INDEX

2. ORGANISATIONAL PROFILE			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Annual Report and Accounts - British Land Portfolio, pages 25 - 57
2.10	Awards received in the reporting period.	Fully	Annual Report and Accounts - Corporate Responsibility, Our Strategy, pages 64 - 69
3. REPORT PARAMETERS			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
3.1	Reporting period (e.g. fiscal/calendar year) for information provided.	Fully	Fiscal year 1 April 2010 to 31 March 2011
3.2	Date of most recent previous report (if any).	Fully	May 2010
3.3	Reporting cycle (annual, biennial, etc).	Fully	Annual, in line with our Annual Report and Accounts
3.4	Contact point for questions regarding the report or its contents.	Fully	Justin Snoxall Head of the Business Group British Land E: justin.snoxall@britishland.com T: +44 (0) 20 7467 3464
3.5	Process for defining report content.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, Our Strategy, page 64 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01 Full Data Report 2011 - Inside Cover - 10 Reporting Criteria British Land website - Responsibility, Our Approach - Responsibility, Stakeholder Engagement - Responsibility, Our Team, Head of Planning and Corporate Responsibility
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	Full Data Report 2011 - 10 Reporting Criteria
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Full Data Report 2011 - 10 Reporting Criteria - Data notes
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	Full Data Report 2011 - 10 Reporting Criteria
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Full Data Report 2011 - 10 Reporting Criteria - Data notes
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	Fully	Full Data Report 2011 - 10 Reporting Criteria - Data notes
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Full Data Report 2011 - 10 Reporting Criteria - Data notes
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	This GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Full Data Report 2011 - 10 Reporting Criteria

# 7. GLOBAL REPORTING INITIATIVE INDEX

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Annual Report and Accounts 2011 - Governance, pages 109 - 117 - Corporate Responsibility, page 64
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Annual Report and Accounts 2011 - Governance, pages 110 - 111
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	Annual Report and Accounts 2011 - Governance, pages 110 - 111, 116, 120
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Annual Report and Accounts 2011 - Governance, page 117 - Corporate Responsibility, page 70 British Land website - Corporate Responsibility, Our People - Corporate Responsibility, Stakeholder Engagement
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Annual Report and Accounts 2011 - Remuneration Report, pages 120 - 129 In addition, the remuneration of members of the Corporate Responsibility Committee is in part related to achievement of annual CR targets.
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Annual Report and Accounts 2011 - Corporate Governance, pages 114 - 117
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	Annual Report and Accounts 2011 - Corporate Governance, pages 114 - 117 - Corporate Responsibility, page 64  British Land website - Corporate Responsibility, Our Team
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01 Full Data Report 2011 - 10 Reporting Criteria - 8 UN Global Compact Index British Land website - Policies
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Annual Report and Accounts 2011 - Corporate Governance, pages 114 - 117 - Principle Risks, pages 102 - 105 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Our Key Risks, page 15
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Annual Report and Accounts 2011 - Principal Risks, page 102  Corporate Responsibility Report 2011 - Our Key Risks, page 15
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, page 04 - Exceeding Customers' Expectations, page 10 - Our Carbon Footprint, page 13 British Land website - Responsibility, Stakeholder Engagement - Responsibility, Our Policies

# 7. GLOBAL REPORTING INITIATIVE INDEX

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT			
Profile Disclosure	Description	Reported	Cross-reference/Direct answer
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Corporate Responsibility Report 2011 - Managing Buildings Efficiently, page 04 - Exceeding Customers' Expectations, page 10 British Land website - Responsibility, Our Approach
4.14	List of stakeholder groups engaged by the organization.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01 British Land website - Responsibility, Stakeholder Engagement
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01 British Land website - Responsibility, Stakeholder Engagement
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01 British Land website - Responsibility, Stakeholder Engagement
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 64 Corporate Responsibility Report 2011 - Our Strategy and Performance Summary, page 01

## 2. MANAGEMENT APPROACH

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

Description	Reported	Cross-reference/Direct answer
<b>Disclosure on Management Approach - Economic</b>		
Aspects	Economic performance	Fully
	Market presence	Not
	Indirect economic impacts	Fully
		Annual Report and Accounts 2011 - Chairman's letter, page 03 - Our Strategy, pages 14 - 30 - Corporate Responsibility, pages 64 - 70 - Principal Risks, pages -102 -105 - Governance, pages 109 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, page 04 - Focusing on Local Communities, page 11 - Our Carbon Footprint, page 13 - Our Key Risks, page 15 - Our Targets, pages 15 - 17 Full Data Report 2011 - Targets, pages 1 - 5 - Carbon, Fig. 2.34 - Focusing on Local Communities, Figs. 4.1 - 4.7 British Land website - Investor Relations, Investment Profile - Investor Relations, Strategy - Investor Relations, Key Risks - Responsibility, Our Approach

# 7. GLOBAL REPORTING INITIATIVE INDEX

Disclosure on Management Approach - Environment			
Aspects	Materials	Partially	Annual Report and Accounts 2011 - Corporate Responsibility, pages 64 - 70 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, page 04 - Developing Sustainable Buildings, page 06 - Enhancing Biodiversity, page 08 - Our Carbon Footprint, page 13 - Our People, page 14 - Our Key Risks, page 15 - Our Targets, pages 15 - 17 Full Data Report 2011 - Targets, pages 1 - 5 - Energy, Figs. 2.1 - 2.18 - Water, Figs. 2.19 - 2.27 - Waste and Materials, Figs. 2.28 - 2.33 - Carbon, Figs. 2.34 - 2.42 - Other measures, Figs. 2.49 - 2.51 - Biodiversity, Figs. 5.1 - 5.2 British Land website - Responsibility, Our People - Responsibility, Our Approach - Responsibility, How We Perform - Responsibility, Our Policies
	Energy	Partially	
	Water	Partially	
	Biodiversity	Partially	
	Emissions, effluents and waste	Partially	
	Products and services	Partially	
	Compliance	Partially	
	Transport	Partially	
	Overall	Partially	
Disclosure on Management Approach - Labour			
Aspects	Employment	Partially	Annual Report and Accounts 2011 - Corporate Responsibility, pages 64 - 70 - Principal Risks, pages 104 - 105 Corporate Responsibility Report 2011 - Our People, page 14 - Our Key Risks, page 15 - Our Targets, pages 15 - 17 Full Data Report 2011 - Targets, pages 1 - 5 - Our People, Figs. 6.1 - 6.8 British Land website - About Us, Careers - Responsibility, Our People - Responsibility, Our Policies
	Labour/management relations	Not	
	Occupational health and safety	Partially	
	Training and education	Partially	
	Diversity and equal opportunity	Partially	
Disclosure on Management Approach - Human Rights			
Aspects	Investment and procurement practices	Not	Annual Report and Accounts 2011 - Corporate Responsibility, pages 64 - 70 - Principal Risks, pages 104 - 105 Corporate Responsibility Report 2011 - Our People, page 14 - Our Key Risks, page 15 - Our Targets, pages 15 - 17 Full Data Report 2011 - Targets, pages 1 - 5 - Our People, Fig. 6.8 British Land website - About Us, Careers - Responsibility, Our People
	Non-discrimination	Partially	
	Freedom of association and collective bargaining	Not	
	Child labour	Not	
	Forced and compulsory labour	Not	
	Security practices	Not	
	Indigenous rights	Not	

# 7. GLOBAL REPORTING INITIATIVE INDEX

Disclosure on Management Approach - Society			
Aspects	Community	Partially	Annual Report and Accounts 2011 - Corporate Responsibility, page 69 Corporate Responsibility Report 2011 - Focusing on Local Communities, page 12 - Our Key Risks, page 15 - Our Targets, pages 15 - 17 Full Data Report 2011 - Targets, pages 1 - 5 - Focusing on Local Communities, Figs. 4.1 - 4.7 British Land website - Responsibility, Our People - Responsibility, Our Approach - Responsibility, How We Perform - Responsibility, Our Policies
	Corruption	Not	
	Public policy	Partially	
	Anti-competitive behaviour	Not	
	Compliance	Not	
Disclosure on Management Approach - Product Responsibility			
Aspects	Customer health and safety	Not	Annual Report and Accounts 2011 - Corporate Responsibility, pages 64 and 68 Corporate Responsibility Report 2011 - Exceeding Customers' Expectations, page 10 - Our Key Risks, page 15 Full Data Report 2011 - Targets, pages 1-5 - Exceeding Customers' Expectations, Figs. 3.1 - 3.5 British Land website - Responsibility, Our People - Responsibility, Our Approach - Responsibility, How We Perform - Responsibility, Our Policies
	Product and service labelling	Partially	
	Marketing communications	Not	
	Customer privacy	Not	
	Compliance	Partially	

### 3. PERFORMANCE INDICATORS

We have reported against 32 key performance indicators including at least one indicator from each category. For partial disclosures, where we meet some but not all of the GRI requirements, we have provided a short commentary. We will review opportunities to further align our reporting in future years.

ECONOMIC			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Annual Report and Accounts 2011 - Financial Statements, pages 133 - 180 Full Data Report 2011 - Focusing on Local Communities, Fig. 4.1
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Corporate Responsibility Report 2011 - Our Key Risks, page 15 Full Data Report 2011 - Carbon, Fig. 2.34
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Partially	Corporate Responsibility Report 2011 - Focusing on Local Communities, page 12 Full Data Report 2011 - Focusing on Local Communities, Figs. 4.1 - 4.7 We report on community investment in terms of costs related cash donations, staff time, supplier time, in-kind support and contributions through planning. We do not report on the expected or current impacts on communities and local economies. We commissioned a study in 2011 to improve understanding of how we affect the UK economy and create employment for local people. We will consider the findings and consider how we can report on these impacts during 2011
ENVIRONMENTAL			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Materials			
EN2	Percentage of materials used that are recycled input materials.	Fully	Full Data Report 2011 - Waste and Materials, Fig. 2.33
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	Full Data Report 2011 - Energy, Figs. 2.1 and 2.2
EN4	Indirect energy consumption by primary source.	Fully	Full Data Report 2011 - Energy Figs. 2.1 and 2.2
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Full Data Report 2011 - Energy Figs. 2.3, 2.5, 2.7 - 2.9, 2.12, 2.14 Office Case Study Highlights 2011 - Managing Buildings Efficiently - Developing Sustainable Buildings Retail Case Study Highlights 2011 - Managing Buildings Efficiently - Developing Sustainable Retail Space
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, pages 65 - 66 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, pages 03 - 04 - Developing Sustainable Buildings, page 06 British Land website - Responsibility, Approach Office Case Study Highlights 2011 - Managing Buildings Efficiently - Developing Sustainable Buildings

# 7. GLOBAL REPORTING INITIATIVE INDEX

ENVIRONMENTAL			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Partially	Corporate Responsibility Report 2011 - Our People, page 14 Full Data Report 2011 - Carbon, Figs. 2.35 - 2.36, Figs. 2.38 - 2.39 We report on business travel energy use. We do not report on use of energy-intensive materials, subcontracted production or employee commuting; we will continue to review their materiality through the next year.
Water			
EN8	Total water withdrawal by source.	Fully	Full Data Report 2011 - Water, Fig. 2.19
EN10	Percentage and total volume of water recycled and reused.	Fully	Full Data Report 2011 - Water, Fig. 2.19
Biodiversity			
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, page 67 Corporate Responsibility Report 2011 - Enhancing Biodiversity, pages 07 -08 British Land website - Responsibility, Policies - Responsibility, Enhancing Biodiversity Biodiversity Programme Biodiversity Action Plan for Soft Landscapes Biodiversity Action Plan for Urban Areas Sustainability Brief for Developments We report on biodiversity actions underway. We do not report on national regulations or our strategy for achieving our policy commitment on biodiversity.
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Full Data Report 2011 - Carbon, Figs. 2.35 - 2.36
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Full Data Report 2011 - Carbon, Figs. 2.35 - 2.36
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, pages 65 - 66 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, pages 03 - 04 - Developing Sustainable Buildings, pages 05 - 06 - Our Carbon Footprint, page 13 Full Data Report 2011 - Carbon, Fig. 2.35
EN22	Total weight of waste by type and disposal method.	Partially	Full Data Report 2011 - Waste and materials, Fig. 2.28 We report on waste we manage, but do not distinguish hazardous waste in our reporting.
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	Annual Report and Accounts 2011 - Corporate Responsibility, pages 65 - 66 Corporate Responsibility Report 2011 - Managing Buildings Efficiently, pages 03 - 04 - Developing Sustainable Buildings, pages 05 - 06 - Our Carbon Footprint, page 13 - Our People, page 14 Full Data Report 2011 - Energy, Figs. 2.2 - 2.15 - Water, Figs. 2.19 - 2.27 - Waste and materials, Figs. 2.28 - 2.33 - Carbon, Figs. 2.35 - 2.39 - Other measures, Fig. 2.51 Office Case Study Highlights 2011 - Managing Buildings Efficiently - Developing Sustainable Buildings - Enhancing Biodiversity Retail Case Study Highlights 2011 - Managing Buildings Efficiently - Developing Sustainable Retail Space - Enhancing Biodiversity We report on materials use, water use, emissions and waste. We do not report on effluents and noise.

# 7. GLOBAL REPORTING INITIATIVE INDEX

ENVIRONMENTAL			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Full Data Report 2011 - Other measures, Figs. 2.49 – 2.50
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Partially	Full Data Report 2011 - Energy Fig. 2.1 - Carbon Fig. 2.35 We report on transport associated with developments, owned vehicle use and Head Office business travel. We don't report on employee commuting, transport of products and waste to/from managed assets, or visitor travel. An assessment of significant travel environmental impacts has not been undertaken to determine whether we are reporting on all of our significant environmental impacts.
Overall			
EN30	Total environmental protection expenditures and investments by type.	Partially	Full Data Report 2011 - Other measures, Fig. 2.49 We report on energy and water use costs, waste disposal costs, offset credits purchased, insurances, external consultancy and certification costs, investment in equipment and materials. This currently does not include investment on our development projects or in our managed assets in our European Portfolio; we will review the inclusion of these over the next year.
SOCIAL: LABOUR PRACTICES AND DECENT WORK			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Employment			
LA1	Total workforce by employment type, employment contract, and region.	Fully	Full Data Report 2011 - Our People, Figs. 6.2
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partially	Full Data Report 2011 - Our People, Fig. 6.4 We report for UK staff. We do not report staff in Continental Europe.
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partially	Full Data Report 2011 - Our People, Figs. 6.5 - 6.6 We report figures for UK staff; not for staff in Continental Europe.
Training and education			
LA10	Average hours of training per year per employee by employee category.	Partially	Full Data Report 2011 - Our People, Fig. 6.7 We report lost day figures for UK staff; not for staff in Continental Europe. We do not report for each employment category, such as senior management, middle management etc.
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	Full Data Report 2011 - Our People, Fig. 6.2
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Full Data Report 2011 - Our People, Fig. 6.3 We report on diversity in terms of gender and age groups for all staff and management staff in the UK. We do not report on diversity for Europe staff or in terms of minority groups, nor do we report on diversity related to specific governance bodies.



# 7. GLOBAL REPORTING INITIATIVE INDEX

SOCIAL: HUMAN RIGHTS			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.	Fully	Full Data Report 2011 - Our People, Fig. 6.8
SOCIAL: SOCIETY			
Performance Indicator	Description	Reported	Cross-reference/Direct answer
Community			
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	<p>Annual Report and Accounts 2011 - Corporate Responsibility, page 69 Corporate Responsibility Report 2011 - Focusing on Local Communities, pages 11 - 12 - Targets, page 16 - 17 Full Data Report 2011 - Focusing on Local Communities, Figs. 4.1, 4.6 Office Case Study Highlights 2011 - Local Focus on Communities Retail Case Study Highlights 2011 - Local Focus on Communities British Land website - Responsibility, Focusing on communities - Responsibility, Policies - Responsibility, case studies, Regeneration at Regent's Place - Responsibility, case studies, The Source at Meadowhall</p> <p>Sustainability Brief for Developments</p> <p>Charitable and local community funding guidelines</p> <p>We are publishing a Community Charter in 2011, setting out our commitment to local communities. We will work with suppliers, local people, community groups, local authorities and other partners to implement this Charter.</p> <p>In 2010, we commissioned a review of our economic impacts by PwC, to improve understanding of how we affect local communities and the UK economy.</p> <p>British Land Economic Contributions 2011</p> <p>We do not currently have a formal strategy for assessing the potential impacts on the local community when we exit that community. We will consider this as our Community Charter evolves.</p> <p>We actively encourage our sites to engage with local communities through our annual community targets, which state that sites with sufficient on-site resource should be engaged in at least two ongoing community initiatives.</p> <p>We support our sites by providing financial backing, where appropriate, through a dedicated budget. We ask them to identify charitable and community causes in their area which address local needs, and to submit proposals for funding. These are then considered by our Charity and Community Committee. When considering such proposals (whether originating at sites or from our Head Office), the Committee assesses the impact each organisation has had through their previous operations, and the impact that our investment would enable them to make going forward. This assists us when selecting appropriate initiatives to support. For major funded projects, to maximise our contribution we stipulate that there must be engagement either from management teams at our sites or, for Head Office initiatives, with British Land staff. For major funded projects (normally longer term, with commitments of up to three years), our Assistant Community Executive reports on progress to the Charity and Community Committee, normally on a six-monthly basis. Funded projects are subject to annual review, the successful completion of which results in further committed funds being released.</p> <p>Relationships with charitable and community groups are managed either by local property management representatives or, for Head Office initiatives, by our Community Executive, Assistant Community Executive or other appointed staff member.</p> <p>Through liaison with organisations supported we gather information for reporting purposes, including data on the outcomes of our investment (whether financial or other), i.e. the number of young people not in Education, Employment or Training who attended a funded training course, and those who went on to positive outcomes (see Retail Case Studies). This is in line with the London Benchmarking Group's measurement framework, which requires members to report on outcomes of corporate community investment.</p>

# 7. GLOBAL REPORTING INITIATIVE INDEX

## SOCIAL: SOCIETY

Performance Indicator	Description	Reported	Cross-reference/Direct answer
Community			
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	<p>In relation to our managed portfolio, feedback on and analysis of data on our community activities has informed steps toward further community engagement in a number of ways.</p> <p>We have gained a much greater understanding of the level and value of the community investment activities that were underway across our portfolio through our first London Benchmarking Group (LBG) submission in 2008.</p> <p>Membership of LBG also provides a view of how we are performing in comparison to other members. This, together with increased feedback through improved engagement with our sites, has contributed to:</p> <ul style="list-style-type: none"> <li>• The formation of a Charity and Community Committee</li> <li>• The publication of our Charitable and local community funding guidelines in August 2009</li> <li>• An increase in our charity budget</li> <li>• Greater focus on our annual community targets, building on performance each year</li> <li>• The setting of annual fundraising targets since 2009/10</li> <li>• The recruitment of a new Community Executive in September 2010</li> <li>• The development of our forthcoming Community Charter.</li> </ul>
Public policy			
S05	Public policy positions and participation in public policy development and lobbying.	Partially	<p>Corporate Responsibility Report 2011</p> <ul style="list-style-type: none"> <li>- Managing Buildings Effectively, page 04</li> <li>- Exceeding Customers' Expectations, page 10</li> </ul> <p>We are involved with lobbying and engage with our peers and industry experts through a number of sector associations including the following:</p> <ul style="list-style-type: none"> <li>- Better Buildings Partnership (founding member)</li> <li>- British Property Federation - member of Sustainability Committee, Commercial Committee, Construction Committee</li> <li>- Commercial Landlords Accreditation Scheme (CLAS)</li> <li>- RealService</li> <li>- UK Green Building Council (founding member)</li> </ul> <p>We report on our participation in lobbying and engagement; we do not report our position on all policy matters.</p>

## SOCIAL: PRODUCT RESPONSIBILITY

Performance Indicator	Description	Reported	Cross-reference/Direct answer																
Product and service labelling																			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirement.	Fully	<p><b>Managed properties</b></p> <p>Managing agents are required to provide information to British Land concerning the sustainability impact of the managed property portfolio; these procedures are applied through our Health, Safety and Environment Policy Manual for The Investment Property Portfolio and our Sustainability Brief for Management. 100% of these agents were assessed for compliance with these information requirements during the reporting year. Information is provided internally and to occupiers as requested and a selection is made available publicly. The table below provides further detail.</p> <table border="1"> <thead> <tr> <th>Type of sustainability information</th> <th>Information required? Yes – public / Yes – internal / No</th> <th>What information is required</th> <th>Reference to public information</th> </tr> </thead> <tbody> <tr> <td>The sourcing of components of the product or service</td> <td>No</td> <td></td> <td></td> </tr> <tr> <td>Content, particularly with regard to substances that might produce an environmental or social impact</td> <td>No</td> <td></td> <td></td> </tr> <tr> <td>Safe use of the product or service</td> <td>Yes - public</td> <td>Aggregated health and safety incidents</td> <td>Full Data Report (2011 – Fig. 2.43)</td> </tr> </tbody> </table>	Type of sustainability information	Information required? Yes – public / Yes – internal / No	What information is required	Reference to public information	The sourcing of components of the product or service	No			Content, particularly with regard to substances that might produce an environmental or social impact	No			Safe use of the product or service	Yes - public	Aggregated health and safety incidents	Full Data Report (2011 – Fig. 2.43)
Type of sustainability information	Information required? Yes – public / Yes – internal / No	What information is required	Reference to public information																
The sourcing of components of the product or service	No																		
Content, particularly with regard to substances that might produce an environmental or social impact	No																		
Safe use of the product or service	Yes - public	Aggregated health and safety incidents	Full Data Report (2011 – Fig. 2.43)																

# 7. GLOBAL REPORTING INITIATIVE INDEX

## SOCIAL: PRODUCT RESPONSIBILITY

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	Yes – internal/direct to occupier Yes – internal/direct to occupier	Property water performance																																														
	Yes – public	Water: Annual aggregated portfolio energy performance	Full Data Report (2011 – Figs. 2.19 – 2.27)																																													
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# 7. GLOBAL REPORTING INITIATIVE INDEX

SOCIAL: PRODUCT RESPONSIBILITY						
Performance Indicator	Description	Reported	Cross-reference/Direct answer			
Product and service labelling						
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirement.	Fully	<b>Type of sustainability information</b>	<b>Information required? Yes – public / Yes – internal / No</b>	<b>What information is required</b>	<b>Reference to public information</b>
			<b>Safe use of the product or service</b>	No, not applicable.	NA	NA
			<b>Disposal of the product and environmental/ social impacts</b>	Yes - internal	Property waste management and disposal performance	
				Yes - public	Aggregated waste management and disposal performance	Full Data Report [2011 – Fig. 2.31]
			<b>Other</b>	Yes - public	Project ratings in sustainability schemes; for instance BREEAM	Full Data Report [2011 – Fig. 2.51]
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Annual Report and Accounts 2011 - Corporate Responsibility, pages 64 and 68 Corporate Responsibility Report 2011 - Exceeding Customers' Expectations, page 10 Full Data Report 2011 - Exceeding Customers' Expectations, Figs. 3.1 - 3.5 Office Case Study Highlights 2011 - Exceeding Occupiers' Expectations Retail Case Study Highlights 2011 - Exceeding Retailers' Expectations			
Compliance						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	Full Data Report 2011 - Other environmental measures, Figs. 2.49 – 2.50 We have not identified any non-compliances with laws or regulations.			

Since December 2009 we have been a signatory to the UN Global Compact and continue to support its principles through our corporate responsibility programme. This Communication on Progress summarises our efforts, within our sphere of influence, to implement the ten principles encompassing Human Rights, Environment, Labour and Anti-Corruption. It provides cross-references to relevant sections of our website and our independently assured GRI B+ rated Corporate Responsibility Report 2011.

References are available from the following web addresses:

→ Corporate Responsibility Report 2011 available at [www.britishland.com/crreport2011](http://www.britishland.com/crreport2011)

→ Website pages and other referenced documents available at [www.britishland.com](http://www.britishland.com)

## STATEMENT OF COMMITMENTS AND PROGRESS

<b>Human Rights Principles 1 and 2</b>				
1: Businesses should support and respect the protection of internationally proclaimed human rights				
2: Make sure that they are not complicit in human rights abuses				
GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index LA7, LA13, HR4, HR5, SO5	Corporate Responsibility Policy  Health and Safety for Developments Policy  Health and Safety Policy for Managed Properties	Supplier Payment Policy  Annual Report and Accounts 2011  - Corporate Governance, Governance Framework	2011 Full Data Report - Targets - Our People	
<b>Labour Principles 3, 4 and 5</b>				
3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining				
4: The elimination of all forms of forced and compulsory labour				
5: The effective abolition of child labour				
GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index HR4, SO5	Corporate Responsibility Policy	British Land website - About us, Careers	2011 Full Data Report - Our People	
<b>Labour Principle 6</b>				
The elimination of discrimination in respect of employment and occupation				
GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index LA2, LA13, HR4, SO5	Corporate Responsibility Policy	2011 Corporate Responsibility Report - Our People British Land website - About us, Careers	2011 Full Data Report - Our People	2011 Corporate Responsibility Report - Our People
<b>Environment Principle 7</b>				
Businesses should support a precautionary approach to environmental challenges				
GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index EC2, EN18, EN26, EN30, SO5	Corporate Responsibility Policy	British Land website - Responsibility, Our Approach Greenhouse Gas Report	2011 Full Data Report - Targets, - Energy - Water - Waste - Carbon - Other measures - Biodiversity  British Land website: - Responsibility, How we Perform	2011 Full Data Report - Targets

## Environment Principles 8 and 9

8: Undertake initiatives to promote greater environmental responsibility

9: Encourage the development and diffusion of environmentally friendly technologies

GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index EN1, EN2, EN3, EN4, EN5, EN6, EN7, EN8, EN14, EN16, EN17, EN19, EN22, EN26, EN28, EN29, EN30, S05	Corporate Responsibility Policy Sustainability Guide for Acquisitions Sustainability Brief for Management Sustainability Brief for Developments Sustainability Brief for Refurbishments Fit-out Waste Guide Biodiversity Programme	Greenhouse Gas Report Biodiversity Action Plan for Soft Landscapes Biodiversity Action Plan for Urban Areas British Land website - Responsibility, Our Approach	2011 Corporate Responsibility Report - Our Strategy and Performance Summary - Managing buildings efficiently - Developing sustainable buildings - Enhancing biodiversity - Our carbon footprint - Our targets 2011 Full Data Report - Targets - Energy - Water - Waste - Carbon - Other measures - Biodiversity  British Land website: - Responsibility, How we Perform  Encouraging Biodiversity	2011 Corporate Responsibility Report - Managing buildings efficiently - Developing sustainable buildings - Enhancing biodiversity - Our Targets  2011 Full Data Report - Targets

## Anti-Corruption Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery

GRI Indicators	Policy	Management	Achievements	Future actions
2011 GRI Index S05	Corporate Responsibility Policy	Annual Report and Accounts 2011 - Corporate Governance, Governance Framework		


# 9 INDEPENDENT ASSURANCE REPORT TO THE DIRECTORS OF BRITISH LAND PLC

We have been engaged by the directors of British Land plc (British Land) to perform an independent assurance engagement in respect of British Land's Corporate Responsibility (CR) performance, disclosed in its Corporate Responsibility Report 2011 (the CR Report) and its Full Data Report 2011 (FDR).

## WHAT WE DID AND OUR CONCLUSIONS

We planned and performed our work, summarised below, to obtain the evidence we considered necessary to reach our assurance conclusions on the Corporate Responsibility (CR) Information.

## WHAT WE ARE ASSURING (CR INFORMATION)

- The selected corporate responsibility data for the year ended 31 March 2011 marked with the symbol  presented in the 2011 FDR and CR Report (the CR Data).
- British Land's declared Global Reporting Initiative (GRI) application level of B+ of the GRI "G3" Guidelines as stated on page 1 of the CR Report.

The scope of our work was restricted to the CR Information for the year ended 31 March 2011 and does not extend to information in respect of earlier periods or to any other information in the CR Report or FDR.

## HOW THE INFORMATION IS ASSESSED (REPORTING CRITERIA)

British Land's Reporting Criteria and accompanying Data Notes set out in the FDR at [www.britishland.com/crreport2011](http://www.britishland.com/crreport2011), and the GRI G3 Guidelines at <http://www.globalreporting.org/reportingframework/g3guidelines/> set out how the CR Information is measured, recorded and reported.

## ASSURANCE STANDARD APPLIED<sup>1</sup>

ISAE 3000.

## LEVEL OF ASSURANCE<sup>2</sup>

Limited Assurance.

## UNDERSTANDING BRITISH LAND'S REPORTING AND MEASUREMENT METHODOLOGY

There is not yet an established practice for evaluating and measuring CR performance information. The range of different, but acceptable, techniques used can result in materially different reporting outcomes which may affect comparability with other organisations. It is therefore important to read and understand the Reporting Criteria set out in the FDR at [www.britishland.com/crreport2011](http://www.britishland.com/crreport2011) and the GRI G3 Guidelines at <http://www.globalreporting.org/reportingframework/g3guidelines/> that British Land has used to evaluate and measure the CR Information.

## WORK DONE BY OUR INDEPENDENT, MULTI-DISCIPLINARY TEAM OF CR AND ASSURANCE SPECIALISTS<sup>3</sup>

We performed the following activities:

- Evaluated the design and implementation of key processes and controls over the CR Information;
- Assessed the source data used to prepare the CR Data for 2010/2011, including re-performing a sample of calculations;
- Checked the computation of percentage movements in the CR Data between 2009/10 and 2010/11, excluding assuring the 2009/10 CR Data itself;
- Carried out analytical procedures over the CR Data;
- Examined on a sample basis the preparation and collation of the CR Data, as well as making inquiries of management and others;
- Performed site visits to three sites: one office, one retail and one development site, to review systems and processes in place for managing and reporting on CR activities, and examined source documentation on a sample basis;
- With respect to the embodied carbon figures disclosed in Fig 2.36 in the FDR, we evaluated the methodology and basis of the independent valuation of the embodied carbon in developments, but did not test in detail the underlying calculation models and assumptions;
- With respect to the CR Data concerning project ratings in sustainability schemes (Targets 4 in the FDR), developments' carbon efficiency (Fig 2.15 in the FDR) and all major developments to result in a net improvement in site biodiversity (Targets 4 in the FDR), we have examined underlying reports produced by external

consultants and engineers, but have not tested in detail the underlying calculation models and assumptions;

- Reviewed the CR Information disclosures; and
- Assessed the GRI Index on British Land's website [www.britishland.com/crreport2011](http://www.britishland.com/crreport2011) for compliance with the GRI application level requirements for B+.

## OUR CONCLUSIONS

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

- the CR Data for the year ended 31 March 2011 is not prepared in all material respects with the Reporting Criteria; and
- British Land's declared GRI application level of B+ on page 1 of the CR Report is not fairly stated in all material respects.

## BRITISH LAND'S RESPONSIBILITIES

The directors of British Land are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the CR Information;
- establishing objective assessment and Reporting Criteria for preparing the CR Information;
- measuring British Land's performance based on the Reporting Criteria; and
- the content of the CR Report and FDR.

## OUR RESPONSIBILITIES

We are responsible for:

- forming independent conclusions, based on our limited assurance procedures;
- reporting our conclusions to the directors of British Land; and
- reading the other information included in the CR Report and FDR, and considering the consistency of that other information with the understanding gained from our work, and considering the implications for our report if we become aware of any material inconsistencies. Our responsibilities do not extend to any information other than the CR Information in the CR Report and FDR.

This report, including our conclusions, has been prepared solely for the directors of British Land as a body in accordance with the agreement between us, to assist the directors in reporting British Land's corporate responsibility performance and activities. We permit this report to be disclosed in the CR Report and FDR for the year ended 31 March 2011, to enable the directors to show they have addressed their governance responsibilities by obtaining an independent assurance report in connection with the CR Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the directors as a body and British Land plc for our work or this report except where terms are expressly agreed between us in writing.



**PricewaterhouseCoopers LLP,**  
Chartered Accountants, London  
2 June 2011

## Notes

1. International Standard on Assurance Engagements 3000 (Revised) – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' issued by the IAASB.
2. Assurance, defined by the International Auditing and Assurance Standards Board (IAASB), gives the user confidence about the subject matter ("CR Information") assessed against the Reporting Criteria. Reasonable assurance gives more confidence than limited assurance. The evidence gathered to support a reasonable assurance conclusion is greater than that gathered to support a limited assurance conclusion.
3. We comply with the applicable independence and competency requirements of the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics.

## 1. REPORTING CRITERIA

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

### PRINCIPLES

- We report data on topics relevant to our corporate responsibility commitments.
- The data reported is meaningful and consistent with the explanatory notes.
- Data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the report.
- Data is as accurate and complete as practical and feasible.
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time.
- Assumptions or estimations are stated and explained.
- Exclusions are stated and explained.

### BOUNDARY

- All figures in this Report cover the period from 1 April 2010 to 31 March 2011 unless otherwise stated.
- We report data for the parts of our business where we have operational control of the management of the property or project. This includes properties and projects 100% owned by British Land and those where we have a stake in a joint venture or investment fund.
- Operational control is referred to as 'management control', 'managed' or 'controlled' throughout this Report. The following bullets provide a definition of operational control.
- For properties: irrespective of our ownership, where we have multi-let assets with common parts and where we have managing agents responsible for managing the common parts of those assets.
- Properties that do not match the above definition of where we have operational control are excluded from this report; including those where we have a stake in a Joint Venture or investment fund.
- British Land 100% owns Broadgate Estates Ltd., the managing agent for British Land offices; figures that include this subsidiary are identified throughout this document.
- For managed properties British Land has stakes in properties in the UK, Spain, France, Italy and Portugal. We manage and report data on a portfolio basis: Offices, Shopping centres, Retail parks and Continental Europe.
- Property data covers our managed portfolio; these are 109 of the properties we own or have a stake in the ownership of. We do not have operational control over the remaining properties.
- Development project data covers managed development projects active in this financial year which we manage, own or have a stake in the ownership of. This financial year there were 81 projects in our overall boundary and a further 3 projects we do not have operational control over. Our scope for our performance against development targets is different and stated in our target performance and calculation approach in section 10.3. Our scope for each indicator is set out when it differs from our boundary.
- British Land has developments in the UK and Spain. We manage and report data on a construction value basis: small - £300,000-£500,000 and major £5,000,000+. We do not report on development projects with a construction value less than £300,000.
- So you can be confident that we are reporting accurately - and on those issues most material to our business and our stakeholders - we have engaged PricewaterhouseCoopers (PwC) to perform independent limited assurance of a selection of our most material 2010/11 data reported in this Full Data Report. We performed a scoping exercise with PwC, using results of external stakeholder research and aligning to our Corporate Responsibility strategy, to determine the data points selected for assurance. PwC's assurance report is included in this Report in section 9. The selection of data included in the scope of PwC's assurance is laid out in their report. Earlier data was assured was assured by another provider.



# 10. REPORTING CRITERIA

## SCOPE

- Our managed portfolio consists of the following, unless otherwise stated:
  - 26 UK offices
  - 11 UK shopping centres
  - 60 UK retail parks
  - 2 Continental Europe shopping centres
  - 10 Continental Europe retail parks
- Where we refer to 'retail' this includes both shopping centres and retail parks.
- Our like-for-like portfolio comprises those properties that were in our portfolio for the whole of this year and either last year (annual like-for-like) or 2008/9 (medium-term like-for-like). Details of the number of like-for-like properties are provided in this section or in the data notes accompanying each figure.
- Our managed development projects consist of the following, unless otherwise stated:
  - 50 development projects in design
  - 14 development projects in construction
  - 17 developments completed during the financial year.
- The Global Reporting Initiative (GRI) indicator reference number is provided next to relevant figures.
- 'NA' indicates where data is not applicable.
- 'NR' indicates where data is not available and has not been reported.

## METHODOLOGY

- **Estimations**  
We aim to capture all relevant data, but where this is not feasible we estimate figures and use pro-rating of available data wherever practical. Where we estimate, we make this clear in the data notes.
- **Restatements**  
We aim to ensure data is as accurate and comparable between years as possible. Where updated or new data is available we restate figures for prior years. Where we have done this we provide details in the data notes.
- **Acquisitions, disposals and newly managed properties**  
Data from properties acquired or disposed of, or which fall into our operating control during the reporting period, are reported from the date of purchase/management or until the date of sale.
- Numbers may not sum due to consistent rounding.

## 2. MANAGING BUILDINGS EFFICIENTLY

### BOUNDARY

This year, we were responsible for resource use in the common parts of 97 UK and 12 Continental European properties with a floor area of 2,921,821m<sup>2</sup> (floor area excludes two properties that have recently joined the managed portfolio for which data is not currently available). This compares to 99 UK properties and 12 Continental European properties in 2009/10, with a combined floor area of 2,860,342m<sup>2</sup>. Floor area differences between these years result from the relative size of properties moving in and out of our portfolio.

### SCOPE

Our managed portfolio changes significantly over time, with properties bought and sold relatively frequently. Our total resource use is affected by these changes, as well as by our efficiency improvement initiatives. We also continue to improve the accuracy and comprehensiveness of data gathering.

91% of our managed properties in the UK reported resource use data in 2010/11 (88 out of 97 properties), as well as 100% in Continental Europe (12 out of 12 properties). This compares to 91% of managed properties in the UK in 2009/10 (90 out of 99 properties) and 100% of managed properties in Continental Europe (12 out of 12 properties) reporting energy use data.

The type of resource use reported varied, reflecting the variety of services provided in those common parts.

Where we have indicated above that a property has not reported a particular resource type, we will be working over the course of the next year to obtain this data.

During the 2010/11 reporting period:

- 2 managed properties reported resource use data for the first time
- 6 managed properties that reported resource use were sold or no longer managed by British Land
- 5 new properties reported resource use. These comprised newly purchased/managed properties and development projects achieving practical completion.

Year-on-year comparisons of our performance are not straightforward because of variations in the portfolio of properties owned and managed.

# 10. REPORTING CRITERIA

Resource Type	Property type	Properties reporting	Properties not reporting	Reason	
Offices	Electricity	26	0		
	Gas	22	4	2	No common parts gas use
				2	Properties reclassified as Offices this year – we will work next year to ensure resource is reported
	Oil	16	10		No common parts oil use
	Water	24	2	2	Properties reclassified as Offices this year – we will work next year to ensure resource is reported
	Waste	21	5	1	Waste reported at the estate level and therefore reported under different property
				2	Properties reclassified as Offices this year – waste reported at estate level
				1	No managed waste
1				Data not available – waste contractor has been changed to ensure reporting is possible	
Retail Parks	Electricity	53	6	1	Property purchased in week before year end
				1	Unable to obtain data from joint venture partners
				1	Property previously not reported on
				3	Common parts not metered separately
	Gas	4	56		No common parts gas use
	Oil	0	60		No common parts oil use
	Water	12	48		No common parts water use
	Waste	32	28	26	No managed waste
				1	Property previously not reported on
				1	Property purchased in week before year end
Shopping Centres	Electricity	9	2	1	Unable to obtain data from joint venture partners
				1	Property purchased in month before year end and unable to report
	Gas	9	2	1	Unable to obtain data from joint venture partners
				1	Property purchased in month before year end and unable to report
	Oil	2	9		No common parts oil use
	Water	8	3	1	Unable to obtain data from joint venture partners
				1	Property purchased in month before year end and unable to report
				1	Property not reported resource type – we will work to include in next year's reporting
	Waste	7	4	1	Property purchased in month before year end and unable to report
				1	Waste managed by neighbouring site
2				No managed waste	
Continental Europe	Electricity	12	0		
	Gas	1	11		No common parts gas use
	Oil	0	12		No common parts oil use
	Water	11	1		No common parts water use
	Waste	7	5	3	No managed waste
2				Data not available – we will work to include in next year's reporting	

# 10. REPORTING CRITERIA

Reported resource use can therefore be affected by transactions as well as by changes in use. To meaningfully review performance we compare the performance of properties managed this year to their performance in our medium term target baseline year of 2008/9 and to last year, 2009/10. We refer to these as our 'like-for-like' properties. This year, there were 68 2008/9 like-for-like properties and 79 2009/10 like-for-like properties.

## **METHODOLOGY**

Resource use data is collected across the managed portfolio using an online software solution – Credit 360. Managing agents at our managed sites are required to provide quarterly responses to a series of questions issued to them via 'delegation' forms.

At our retail parks, shopping centres and Continental European properties, managing agents are required to provide meter readings for all meters associated with common parts energy use. Meter readings are automatically extrapolated to the end of the reporting period based on a kWh/day rate. Where meters are 'mixed' and serve both common and occupier areas, managing agents are required to provide sub-meter readings, which are then deducted from the meter total to provide common parts usage. Where this is not possible, managing agents are required to estimate the split between common and occupier usage. Where an estimate is not available, 'mixed' meters are reported in common parts.

In our office portfolio, energy and water consumption data is collected via a 'delegation' form. Meter readings are taken for each managed portfolio by Broadgate Estates Ltd.; these are then reviewed and collated before being entered into Credit 360.

Checks are undertaken to ensure all data has been submitted to the system before aggregation and reporting begins. Where necessary data is converted into the common reporting units; for instance, litres of oil are converted into kWh.

Credit 360 has the functionality to produce a number of reports that are used to compile the figures presented below.

## **FLOOR AREAS AND ENERGY INTENSITIES**

Office floor areas are based on Gross Internal Area (GIA) and are obtained from service charge budgets and insurance valuations. Where British Land occupied areas are stated, floor areas refer to the Net Lettable Area (NLA) occupied by British Land.

For retail parks and Continental European properties floor areas were calculated based on the number of car park spaces (this is based on an assumption of an average car park size of 4.60m x 2.45m = 11.27m<sup>2</sup>) and the addition of 20% to that floor area to account for other areas such as management offices and covered walk way areas, to reflect the amount of common space that British Land manages, for example lighting car parks.

Shopping centre floor areas were calculated by using the methodology for retail parks described above, but substituting the additional 20% for measured internal common parts areas supplied by our managing agents.

The floor areas for all properties were measured/calculated consistently across reporting years.

We undertake energy intensity calculations as this removes the impact of changes in our portfolio, as we buy and sell properties, and the effect of increases in the number of properties reporting data, as we improve data collection across our portfolio. It also allows us to establish energy benchmarks for offices so that we can compare the performance of individual properties to the relevant benchmarks, identifying opportunities for improvement and learning from examples of good practice.

Properties are only included in intensity calculations where they provide both consumption data and floor area data. Where a property has not reported a resource use type, the corresponding floor area was removed from the floor area total used to calculate energy intensity per m<sup>2</sup> for that property type.

Offices energy intensity per m<sup>2</sup> was calculated using offices gross internal areas, with the exception of British Land occupied areas, where a Net Lettable Area (NLA) was used. Common parts energy intensity per m<sup>2</sup> for the other portfolio types was calculated using the common parts floor area for that portfolio type.

In our office portfolio, we also calculate energy intensity per full time equivalent (FTE) employee. FTEs are collated and reported by property managers at each managed office. Office total building energy use is divided by the total number of FTEs across the office portfolio to provide an energy use (kWh) per FTE figure.

## **LIKE-FOR-LIKE REPORTING**

We undertake like-for-like calculations to track the performance of a consistent set of properties across reporting years. Our like-for-like portfolio comprises those properties with robust resource use and floor area data that were in our portfolio for the whole of the reporting and the baseline year.

Like-for-like calculations are only undertaken for areas where British Land has management control; for instance, they do not include energy used in occupier demises in our office portfolio. Fuel use in British Land owned/controlled vehicles is not included in like-for-like calculations.

## ADJUSTMENTS AND RESTATEMENTS

The scope of our reporting for 2009/10 has been restated due to adjustments made to the reporting of our portfolio, for example reclassifying of properties into different portfolio types. Last year we stated that 105 (now reported as 111) properties were in the managed portfolio with a floor area of 1,935,789m<sup>2</sup> (now restated as 2,860,342m<sup>2</sup>): 22 offices (now 25 – 2 properties reclassified as offices and reporting on an additional property), 63 retail parks (now 65 – 2 properties newly identified), 8 shopping centres (now 9 – data is available for additional property) and 12 Continental European (no change) properties.

Where updated or new data is available we restate figures for prior years. For example we have been able to collect oil use data in our office portfolio for 2009/10 by collating invoices. Details of restatements are made in the introductory data notes to each section.

## 3. DEVELOPING SUSTAINABLE BUILDINGS

### BOUNDARY

Approximately 50 of the 81 managed development projects are retail projects with a construction value under £1,000,000. 32 projects were active on site during the financial year; the total construction value of these 32 projects is estimated at £1,067,000,000 although we estimate that £23,660,000 of construction value was spent this financial year.

Our development portfolio changes significantly over time, with development projects started, put on hold or sold relatively frequently; this is particularly true of the past few years given the global economic situation. This year a large number of developments commenced late in quarter three or during quarter four. Our resource use is affected by these changes. This year we report construction waste generated and diverted from landfill; we are working to improve our reporting and assurance of site energy and water data and plan to report that next year.

### METHODOLOGY

Construction value is an estimate of costs to build the development excluding design, legal or finance fees or costs. It is intended to reflect the value of materials, energy and man power required to construct our projects and is a rough estimate based on available information.

Our Sustainability Brief for Developments version 3 establishes the reporting standards for our development projects. Application of this Brief is the responsibility of our Sustainable Developments Executive as well as all Project Development Executives, and the Brief is regularly circulated to all external project managers.

Resource use on our sites is collected across the managed development portfolio using an online software solution – Credit 360. Site managers at our managed sites are required to provide monthly responses to a series of questions issued to them via 'delegation' forms. These monthly responses are reviewed at least quarterly by British Land or an environmental consultant. Bi-annual full reviews are undertaken, and the results shared across our construction teams. Annually, all projects with a construction value over £5,000,000 are subject to detailed audits by internal and external auditors.

## SUSTAINABLE DEVELOPMENT TARGET SCOPE AND METHODOLOGY

### Target: Divert a minimum of 97% of demolition and strip-out waste from landfill.

- **Scope:** All demolition or strip out projects with a construction value over £300,000 managed by British Land. Includes retail, international, office, new build, fit-out, refurbishments and common parts.
- **Performance Calculation Methodology:** Achieved if total waste diverted from landfill across demolition and strip out activity divided by total waste generated in demolition and strip out activity this year is 97% or more. Progress is measured as % of waste diverted.

### Target: Divert a minimum of 90% of construction and fit-out waste from landfill.

- **Scope:** All construction and fit-out projects with a construction value over £300,000 managed by British Land. Includes retail, international, office, new build, fit-out, refurbishments and common parts.
- **Performance Calculation Methodology:** Achieved if total waste diverted from landfill across demolition and strip out activity divided by total waste generated in demolition and strip out activity this year is 97% or more. Progress is measured as % of waste diverted.

### Target: All major developments to result in a net improvement in site biodiversity.

- **Scope:** All UK new build, new external works and major refurbishment with a construction value over £5m managed by British Land. Does not apply to fit-outs of buildings we have just constructed.
- **Performance Calculation Methodology:** Achieved if every development under design or construction during the year, including 'renewed' projects, has or is projected to result in net improvement in formal ecologists report. Progress is measured as % of applicable developments which achieve target.

### Target: All major developments and refurbishments to achieve a minimum BREEAM Excellent rating.

- **Scope:** All UK office developments and refurbishments under design or construction, with a construction value over £5m, managed by British Land, or where British Land funds more than 49% of the development project. Does not apply to expensive plant replacement or projects not active during this financial year. Excludes projects which are at feasibility stage and have not reached sufficient detail to conduct a BREEAM Pre-assessment.
- **Performance Calculation Methodology:** Achieved if every applicable office has achieved or is projected to achieve BREEAM Excellent or better. Progress is measured as % of applicable developments which achieve target.

**Target: All major retail development to support a BREEAM 'Very Good' rating in areas we control.**

- **Scope:** All active UK retail developments and refurbishments, under design or construction, with a construction value over £5m, managed by British Land, or where British Land funds more than 49% of the development project. Does not apply to expensive plant replacement. Excludes projects which are at feasibility stage and have not reached sufficient detail to conduct a BREEAM Pre-assessment.
- **Performance Calculation Methodology:** Achieved if every applicable retail scheme is projected to achieve BREEAM 'Very Good' or better given a standard tenant fit out. Progress is measured as % of applicable developments which achieve target.

**Target: All residential developments to achieve a minimum Code for Sustainable Homes (CSH) Level Four or EcoHomes Excellent.**

- **Scope:** All residential development, under design or construction, with a construction value over £1m, managed by British Land or where British Land funds more than 49% of the development project, which is submitted to or approved for planning in the financial year.
- **Performance Calculation Methodology:** Achieved if every applicable residential unit is projected to achieve a CSH Level 4 or EcoHomes Excellent rating. Progress is measured as % of applicable developments which achieve target.

**Target: 25% of material by value in new buildings to be recycled content.**

- **Scope:** All new developments, under design or construction, with a construction value over £1m managed by British Land, or where British Land funds more than 49% of the development project or development company. Does not apply to fit out or major refurbishment projects.
- **Performance Calculation Methodology:** Achieved if every new building achieves at least 25% in the WRAP net waste or designing out waste toolkits. Progress is measured as % of applicable developments which achieve target.

**Target: Apply our Sustainability Brief, or an equivalent, to developments conducted through joint ventures or partnerships, and all developments with a construction cost over £500,000.**

- **Scope:** Prior to February 2011, all UK design and construction activity with a construction value over £5m managed by British Land. In February and March 2011, all UK design and construction activity with a construction value over £300,000 managed by British Land. Includes retail, international, office, new build, fit-out, refurbishments and common parts projects. Also applies to all design and construction activity with a construction cost over £3m not managed by British Land, but where British Land is funding at least 10% of the project or joint venture company.
- **Performance Calculation Methodology:** Achieved if every applicable development can demonstrate reasonable, documented, adherence to the sustainability brief process and requirements. Where the Sustainability Brief is not used, the alternative process has been approved by the Sustainable Developments Executive. Progress is measured as % of applicable developments which apply Sustainability Brief.

**Target: Update the Sustainability Brief for Developments (management target).**

- **Scope:** Sustainable Developments Executive responsibility
- **Performance Calculation Methodology:** Achieved if Version 3 of the Brief is published before 1st April 2011. Progress is measured by qualitative feedback.

**Target: Accident frequency rates for reportable accidents and lost day accidents on construction sites not to exceed 0.25 and 0.20 respectively.**

- **Scope:** All construction activity with a construction value over £300,000 managed by British Land. Includes international, retail, residential and office developments; does not include plant replacement projects.
- **Performance Calculation Methodology:** Achieved if both rates are not exceeded. Calculated as total reportable or total lost day accidents across all applicable projects, \* 100,000 and divided by total man hours across all applicable projects. Progress is measured as 100% if both under limit rate, 50% if one under limit rate, 0% if both over limit rate.

## 4. ENERGY

**METRICS:** Electricity, Gas, Oil, Onsite renewables and Other energy use. Estimated costs associated with each metric.

**UNITS:** kWh, kWh per m<sup>2</sup>, GBP (£), BREEAM rating, Code for Sustainable Homes rating, Energy Performance Certificate rating.

### SCOPE – MANAGED BUILDINGS

- In terms of energy reporting, we differentiate between the different parts of properties where we have control. In our office portfolio we report British Land controlled common parts energy use, British Land controlled central plant (heating and cooling), oil use in British Land controlled standby plant (generators), energy use in British Land controlled and occupied Head Office and Broadgate Estates Ltd (BEL) occupied demises along with occupier controlled own demises. This enables us to form a picture of the energy consumption and characteristics of entire buildings, helping us to target energy saving action and engage in a more meaningful way with occupiers.
- 2 properties that have now been reclassified as 'office' properties (satellite sites at one of our shopping centres) have only reported common parts energy use and occupier energy use for vacant occupier areas. We will work with the on-site team next year to ensure the reporting for these properties is in line with the rest of our office portfolio.
- In our retail park, shopping centre and Continental Europe portfolios we are currently reporting the energy use in areas that we control – the common parts.

# 10. REPORTING CRITERIA

- Across our Retail, Shopping Centre and Continental Europe portfolios, retail units can become vacant between occupiers moving in and out. During these unoccupied periods we are responsible for any energy consumption within the unit. This data is currently recorded for Carbon Reduction Commitment purposes but not in a format that we are able to provide in this Report; data for vacant retail units is not included in this Report. We will work towards amending this for next year. Where areas are vacant in our office portfolio, any associated energy use is reported as occupier demises energy use.

## METHODOLOGY – MANAGED BUILDINGS

- Energy use in Broadgate Estates Ltd and Acuity Ltd (a wholly owned subsidiary of Broadgate Estates) Ltd occupied areas in buildings not owned by British Land is estimated based on billing information.
- Oil used in standby plant across our managed portfolio was reported for the first time this year, for both the current reporting year and retrospectively for the 2009/10 baseline year. Oil use data is measured where possible; otherwise it is estimated based on the run time of plant. 2009/10 data was collated from a review of historic purchase orders.
- Oil use is converted from litres to kWh using a Carbon Trust recommended factor of 11.84.
- Fuel use for vehicles owned and/or controlled by British Land is collected on a quarterly basis from managing agents.
- Fuel use for vehicles was converted from litres to kWh using Carbon Trust recommended factors. Diesel: 10.96, LPG: 6.98, Petrol: 9.61.
- UK energy costs are calculated using 'DECC and National Statistics Publication: Quarterly Energy Prices March 2011'. Electricity: 2010: £0.0842/kWh, 2009: £0.0882/kWh. Gas: 2010: £0.02117/kWh, 2009: £0.02035/kWh. Oil: 2010: £0.5414/litre, 2009: £0.44/litre.
- Energy cost savings were calculated by multiplying any decrease in kWh between reporting years, and applying current year cost factors.
- For Continental Europe - €/kWh was used based on information provided in Europe's Energy Portal [www.energy.eu/#prices](http://www.energy.eu/#prices). The electricity price was applied to Continental Europe geothermal energy use as no data was available. An exchange rate of 0.8498 £:€ was applied (the average rate for 2010 sourced from [www.x-rates.com](http://www.x-rates.com)).

## ADJUSTMENTS AND RESTATEMENTS

Energy use for 2009/10 was restated as we work continuously to improve the accuracy of our data. Specific restatements are listed below:

- Office common parts have been restated due to improved accuracy of reporting and metering allowing a more transparent apportioning of energy in some of our offices.
- The above restatement has subsequent affects in our reporting of central Heating, Ventilation and Air Conditioning (HVAC) and occupier energy use.
- Head Office energy use has been restated to only include British Land's on floor general power and lighting and remove our apportionment of central HVAC. This is more consistent with our reporting of energy use across our office portfolio.
- Oil use has now been reported for 2009/10.
- In our retail park, shopping centre and Continental Europe portfolios, where meter readings are recorded and reviewed, we have identified inaccuracies with reporting; for instance meters recording incorrect units.
- Geothermal energy reported in our Continental Europe portfolio has been restated to only report the portion used within the common parts of the property; the previously reported figure included occupier apportionment of energy used.
- In our office portfolio, we use a Gross Internal Area (GIA) for all intensity and floor area calculations, with the exception of where we separately report British Land Head Office performance, where a Net Lettable Area (NLA) is used. This is so our calculations are consistent with developments in methodologies for industry standards, including Display Energy Certificates (DECs). All floor areas and intensity calculations for 2009/10 have been restated to account for this change.

## 5. WATER

**METRICS:** Mains water use, Non-mains water.

**UNITS:** m<sup>3</sup>, m<sup>3</sup> per m<sup>2</sup>, GBP (£).

### SCOPE – MANAGED BUILDINGS

- Water use data comprises mains water and non-mains water used within our multi-let managed portfolio. Non-mains water comprises water harvested on-site and water used from boreholes.
- 54 properties with a floor area of 2,454,582 m<sup>2</sup> reported mains water use data in 2010/11, out of a total of 109 properties: 23 offices, 12 retail parks, 8 shopping centres and 11 Continental European properties.
- 53 properties with a floor area of 2,455,000m<sup>2</sup> reported water use data in 2009/10, out of a total of 111 properties: 23 offices, 12 retail parks, 7 shopping centres and 11 Continental European properties.
- 6 properties reported non-mains water use data in 2010/11, out of a total of 53 properties that reported water consumption: 2 offices, 1 retail park, 3 shopping centres and 0 Continental European properties.
- In 2009/10 no non-mains water data was available; subsequently data has been reported and is now included; 1 retail park and 2 shopping centres have reported such use.
- At our offices, we report the water use as a single figure for the entire building. This is because there is rarely sufficient sub-metering to distinguish water we have management control over.
- In our retail park, shopping centre and Continental Europe portfolios, we report the water use in areas that we control – the common parts.

# 10. REPORTING CRITERIA

## METHODOLOGY – MANAGED BUILDINGS

- In the UK, water costs were calculated at £1.206 per cubic metre for 2010/11 and £1.273 per cubic metre for 2009/10. This was based on average standard volumetric charges for large and intermediate user tariffs, published by Ofwat ([www.ofwat.gov.uk](http://www.ofwat.gov.uk)).
- In Continental Europe, water costs are calculated using UK water costs given above.
- Water financial savings were calculated on the volume of water saved multiplied by the water cost factor for 2010/11.
- Total water intensity per m<sup>2</sup> was calculated using total building water use for offices and common parts water use for shopping centres, retail parks and Continental European properties, divided by gross internal floor areas for offices and common parts floor areas for shopping centres, retail parks and Continental European properties.
- Total water intensity per m<sup>2</sup> only included the floor areas for properties that provided water use data.
- Water intensity per full-time equivalent is only applicable to offices, as occupier data is available and also because water use in our offices is directly affected by the number of full-time equivalents, whereas it is not in our retail portfolio, which primarily uses water for landscaping and public toilets.

## ADJUSTMENTS AND RESTATEMENTS

Water use for 2009/10 was restated as we work continuously to improve the accuracy of our data. Specific restatements are listed below:

- Improvements in the accuracy and apportionment of data in our office portfolio.
- In our retail park, shopping centre and Continental Europe portfolios, where meter readings are recorded and reviewed, we have identified inaccuracies with reporting; for instance meters recording incorrect units.
- We identified an issue with our online reporting system – Credit 360, whereby data was not extrapolated correctly for the initial month's meter readings. This has now been corrected.
- In our Continental Europe portfolio we have improved reporting to differentiate between occupier and common parts water use.
- 3 properties were able to report non-mains water use for 2009/10.

## 6. WASTE

**METRICS:** waste sent to Landfill, Incinerated, Composted, Recycled/re-used, sent to Materials Recycling Facilities (MRF).

**UNITS:** tonnes of waste.

## SCOPE – MANAGED BUILDINGS

- Waste figures cover waste managed by British Land; waste managed by occupiers is not managed by British Land and is therefore excluded.
- 67 UK properties reported waste management data in 2010/11, compared to 65 properties in 2009/10.
- 2 Continental European properties, both located in France, were excluded from waste reporting due to incomplete data.
- The waste streams managed at each of our sites varies across the portfolio: 33 properties reported management of common parts only waste, 20 properties reported management of common parts and some occupier waste and 15 properties reported management of all common and occupier waste.
- We have increased the scope of our waste reporting this year to identify waste sent to Materials Recycling Facilities (MRFs) as a separate waste stream (previously reported under Recycled/Reused).
- 'Recycled or re-used' includes: Recycled on site, sent to MRF and composting (individual breakdowns given with each relevant figure).
- 'Incineration' includes: Incineration with and without energy recovery (individual breakdowns given with each relevant figure).

## METHODOLOGY - MANAGED BUILDINGS

- Where waste was sent to Materials Recovery Facilities (MRFs), the performance of these facilities was requested and reported. This performance data was then applied to the total volume of waste sent to MRF and factored into waste performance numbers. For example, 100 tonnes sent to MRF, MRF performance = 50% recycling, 30% incineration and 20% landfill, therefore 50 tonnes remains as MRF recycling, 30 tonnes added to incineration figures and 20 tonnes added to landfill figures.
- In 2009/10, waste to Materials Recovery Facilities was considered as 100% recycled and not recorded as a separate waste stream.
- Landfill tax costs were calculated by multiplying the volume of waste to landfill in tonnes by the relevant cost factor for landfill tax
- Landfill tax cost factors: 2010/11: £48 per tonne; 2009/10: £40 per tonne. Source: HMRC
- Landfill tax costs for Europe are based on the UK landfill tax rate and are for indicative purposes only.
- Landfill tax savings were calculated by multiplying recycled/re-used waste by the relevant landfill tax cost factor for each year. It is assumed that any waste recycled/re-used was diverted from landfill. Incineration was not included in this calculation as there are costs associated with the incineration of waste.
- Head Office waste refers to waste generated in British Land occupied areas of York House.

## ADJUSTMENTS AND RESTATEMENTS

- The number of properties reporting waste for 2009/10 has been restated for offices and retail parks due to corrections made to last year's property count.



# 10. REPORTING CRITERIA

## SCOPE - MANAGED DEVELOPMENTS

- This year, our reporting of developments waste generated (and diverted from landfill) covers the construction sites of our 32 managed development projects active on-site. 10 of these 32 development projects active this year did not report any site information. These have a combined total construction value of approximately £7,840,00 of which 80% was spent this year. Waste not reported was predominantly from small retail projects earlier in the year; we estimate the waste not reported would constitute less than 10% of our total developments waste, by tonnage. We consider our waste figures have a fairly high accuracy rate as it is a legal requirement in the UK to document and report construction waste generated and its disposal. No pro-rating is undertaken for developments site waste information given the diversity of site activities across the developments.
- 10 projects reported demolition and strip-out waste; 22 were not applicable.
- 10 projects reported construction waste; 12 were not applicable; 10 did not report construction waste.
- 4 projects reported both construction and demolition waste.

## METHODOLOGY - MANAGED DEVELOPMENTS

- Developments waste is either 'diverted from landfill' or 'landfilled'; there is no further breakdown and some 'diverted' materials could be incinerated.
- Fit-out waste arising from our developments sites is classified as 'construction' this year as it proved too difficult to segregate. Strip-out waste is classified as demolition.
- Site waste reporting varies between tonnes and cubic metres of waste across the industry. We request that sites gather tonnage figures; where this is not possible the contractors use industry standard conversion factors and report the tonnage figures through Credit 360.
- Landfill tax costs are for indicative purposes only based on the currently UK Landfill tax of £48 per tonne and applied to the volume of waste sent to landfill.
- Landfill tax savings are calculated by multiplying 'diverted from landfill' waste by the relevant landfill tax cost factor for each year. This is for indicative purposes only as not all waste included in the 'diverted from landfill' waste would be subject to landfill tax costs.

## 7. CARBON

**METRICS:** Carbon dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous oxide (N<sub>2</sub>O).

### UNITS:

- Tonnes of CO<sub>2</sub> equivalents (tCO<sub>2</sub>e).
- Intensity per tCO<sub>2</sub>e: (1) turnover: annual income, (2) floor area: managed portfolio gross internal area and (3) full time equivalent employees.

### SCOPE

#### MANAGED PROPERTIES

- UK and Continental European properties where British Land has operational control.
- Electricity, gas, oil and vehicle fuel used and controlled by British Land in our managed portfolio, used on site at our managed developments and used in space occupied by British Land and Broadgate Estates Ltd staff.
- Refrigerant loss from British Land controlled air conditioning units in our managed portfolio.
- Water use controlled by British Land in our managed portfolio.

#### DEVELOPMENTS

- The developments carbon report covers 42 projects and has 11 named exclusions on the basis that the 11 are niche maintenance or not under our direct management control. The other projects not covered were developments under design excluded on the basis that their delivery date or scope lacks sufficient certainty.

#### BRITISH LAND AND BROADGATE ESTATES LTD OCCUPIED SPACE

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

#### BUSINESS TRAVEL

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

### METHODOLOGY

References are the World Resources Institute Greenhouse Gas Protocol (GHG) and 2010 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting.



# 10. REPORTING CRITERIA

## MANAGED PROPERTIES

- Carbon conversion emissions factors are presented in a table below. These are sourced from DEFRA/DECC Guidelines GHG Conversion Factors for Company Reporting 2010, with the exception of Portugal gas (Source: IEA Statistics, CO<sub>2</sub> emissions from fuel combustion, 2010 edition).
- Electricity, gas, oil and other energy used across our multi-let managed portfolio is converted to tonnes of carbon dioxide equivalent (includes GHGs carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O)).
- **Source data:**
  - GHG emissions for energy are based on the energy data presented in the Energy section of this Report.
  - GHG emissions for water are based on the water data presented in the Water section of this Report.
  - GHG emissions for refrigerant loss are based on refrigerant loss data obtained from reports exported directly from Credit 360.
  - GHG emissions for vehicles owned by British Land or Broadgate Estates are based on fuel use data obtained from reports exported directly from Credit 360.
  - GHG emissions for British Land Head Office business travel are based on pro-rated travel data obtained from a Staff Travel Survey undertaken between 28th September and 8th October 2010.
- Energy use for central heating and cooling is categorised as Scope 3 emissions; whilst for management purposes we treat this energy as British Land controlled, we do not have full authority over the energy or associated emissions as demand is controlled by occupiers. 10% of gas and electricity use for central heating and cooling is attributed to Scope 1 and 3 for gas and Scope 2 and 3 for electricity as it is used in controlled common parts where we deem British Land has full authority over operations.
- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG Protocol as follows:
  - Scope 1: Gas and oil generation, refrigerant loss, vehicle fuel consumption.
  - Scope 2: Electricity generation, geothermal energy.
  - Scope 3: Gas, oil, electricity transmission losses and lifecycle emissions, water, Head Office business travel.

## ADJUSTMENTS AND RESTATEMENTS

- Carbon emission figures for the prior year are adjusted and restated as follows:
  - (i) Where primary data has been found to be incorrectly reported in the preceding year. In the spirit of transparency and accuracy this is restated regardless of the overall impact.
  - (ii) When referenced guidelines indicate including updates to emission factors that require historical restatement. Defra/DECC guidance highlights this applies to time-series factors (electricity and water) for all previous years and for all other factors for the previous two years. In line with Defra/DECC guidance, transport carbon emissions have not been restated for 2009/10.
  - (iii) When referenced guidelines provide emission factors for new emission sources not previously available, and this includes historical emission factors.
 

Where factors for new sources are made available solely for the current reporting year, they will not be applied to 'standard' figures covering the current year in comparison to the prior year. We will aim to report these additional emissions separately as a single year figure to demonstrate their impact on our overall footprint. We will review their ongoing inclusion in the following year carbon footprint figures.
- Where considered meaningful, previous year figures will be provided next to any restated figures.

# 10. REPORTING CRITERIA

## CONVERSION FACTORS

Resource type		UK	France	Italy	Portugal	Spain
<b>Electricity generated</b>	Electricity Generated Scope 2 Direct GHG (kgCO <sub>2</sub> e/kWh)	0.50410	0.08214	0.45076	0.45862	0.38899
	Electricity Generated Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.06688	0.01102	0.06047	0.06152	0.05218
<b>Electricity losses</b>	Electricity Losses Scope 3 Direct GHG (kgCO <sub>2</sub> e/kWh)	0.04112	0.00549	0.02596	0.03824	0.04170
	Electricity Losses Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.00497	0.00074	0.00348	0.00513	0.00560
<b>Gas (Gross Calorific Value)</b>	Natural Gas Scope 1 Direct GHG (kgCO <sub>2</sub> e/kWh)	0.18523	NA	NA	0.332	NA
	Natural Gas Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.01799	NA	NA	NA	NA
<b>Oil</b>	Gas oil Scope 1 Direct GHG (kgCO <sub>2</sub> e/kWh)	0.27533	NA	NA	NA	NA
	Gas oil Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.04798	NA	NA	NA	NA
<b>Geothermal</b>	Electricity Generated Scope 2 Direct GHG (kgCO <sub>2</sub> e/kWh)	NA	NA	0.45076	NA	NA
	Electricity Generated Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	NA	NA	0.06047	NA	NA
	Electricity Losses Scope 3 Direct GHG (kgCO <sub>2</sub> e/kWh)	NA	NA	0.02596	NA	NA
	Electricity Losses Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	NA	NA	0.00348	NA	NA
<b>Refrigerants (2009/10)</b>	R407c (GWP/tonne)	1526	NA	NA	NA	NA
	R134a (GWP/tonne)	1300	NA	NA	NA	NA
<b>Refrigerants (2010/11)</b>	R407c (GWP/tonne)	1526	NA	NA	NA	1526
	R134a (GWP/tonne)	1300	NA	NA	NA	NA
<b>Fuel use</b>	Diesel Scope 1 (kg CO <sub>2</sub> e/litre)	2.672	NA	NA	NA	NA
	Diesel Scope 3 (kg CO <sub>2</sub> e/litre)	0.5067	NA	NA	NA	NA
	Petrol Scope 1 (kg CO <sub>2</sub> e/litre)	2.322	NA	NA	NA	NA
	Petrol Scope 3 (kg CO <sub>2</sub> e/litre)	0.4109	NA	NA	NA	NA
<b>Water</b>	Water supply 2008/09 (kg CO <sub>2</sub> e / m <sup>3</sup> )	0.3000	0.3000	0.3000	0.3000	0.3000

# 10. REPORTING CRITERIA

Resource type		UK
British Land travel	Average car: GHG (kgCO <sub>2</sub> per vehicle km)	0.20825
	Average car: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.03754
	Short-haul international average: GHG (kgCO <sub>2</sub> per vehicle km)	0.09797
	Short-haul international average: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.01803
	Medium hybrid: GHG (kgCO <sub>2</sub> per vehicle km)	0.1202
	Medium hybrid: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.02127
	Black cab: GHG (kgCO <sub>2</sub> per vehicle km)	0.20034
	Black cab: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.03563
	Local London bus: GHG (kgCO <sub>2</sub> per vehicle km)	0.08912
	Local London bus: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.01697
	National rail: GHG (kgCO <sub>2</sub> per vehicle km)	0.05651
	National rail: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.00859
	Light rail and tram: GHG (kgCO <sub>2</sub> per vehicle km)	0.07730
	Light rail and tram: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.01031
	Tube: GHG (kgCO <sub>2</sub> per vehicle km)	0.07462
	Tube: Life-cycle GHG (kgCO <sub>2</sub> per vehicle km)	0.00995

## DEVELOPMENTS

- British Land commissioned an embodied carbon study from Davis Langdon to provide a reliable overview of the level of embodied carbon associated with the current development portfolio. The report provides an overview of the development related embodied carbon across the financial year 2010/11 and a forecast for the coming year 2011/12. The forecast has not been included in this report.
- The Davis Langdon analysis was required to capture not only the embodied carbon associated with the materials and systems used in construction but also the potential wastage, on-site energy usage and transportation factors associated with development. In addition, to present these in terms of both CO<sub>2</sub> and CO<sub>2</sub>e to allow for maximum reporting flexibility.
- In order to measure the embodied carbon impact of the British Land portfolio, Davis Langdon employed a range of carbon analysis tools and data libraries developed specifically for the measurement and calculation of embodied carbon in buildings. To allow for the multi-variant nature of this study Davis Langdon developed a specific analysis model outside of their main analysis tool - the Carbon Ready Reckoner such that they could present the detailed component and material levels in both CO<sub>2</sub> and CO<sub>2</sub>e, together with the additional reporting factors.
- To determine a reliable overview of the portfolio and to avoid assessing every project by 'deep-dive' analysis, Davis Langdon analysed in detail three of the largest and most representative projects to form a core of data and series of benchmarks; and from there, they pro-rated applicable m<sup>2</sup> carbon benchmarks to the rest of the portfolio of projects by typology; for instance, a residential benchmark was applied to a residential project. The projects used were North East Quadrant (NEQ) - residential and commercial, The Leadenhall Building - vertical commercial, and Whiteley Village - retail park. To analyse these projects, Davis Langdon used the detailed cost plans (the quantum's) and procurement strategy data (how it is/would be put together) to produce the embodied carbon values on a material, component and elemental basis. To further refine the m<sup>2</sup> carbon benchmarks Davis Langdon supplemented, where necessary, data from our own internal benchmarks, databases and project experience to ensure each one was as robust as possible.

## ASSUMPTIONS AND DATA SOURCES

The following assumptions have been made:

- **Project typology assumptions for the portfolio benchmarks:** Due to the high number of small to medium sized retail unit and retail park projects in the portfolio, it was agreed to use a standard GIA (Gross Internal Area) of 500m<sup>2</sup> per project to provide an appropriate median point and produce a more normalised view; this is a conservative estimate of typical retail development. Assumptions on build methodology for the wider portfolio/other types of projects were assumed against standard, industry accepted practices for the type.
- **Base material data:** The models used embodied CO<sub>2</sub>e data from the Bath University ICE/BSRIA database and for most materials data. This was supplemented in some areas by the Ecoinvent inventory housed in the SimaPro software package. For timber data, we used our own data generated from a study on bio-renewable materials for the National Non-Foods Crops Centre (NNFCC) - an industry benchmark study. For steel, further allowances for forming, fabrication, casting etc. have been added, based on research on energy costs for UK steel working factories.
- **Component data:** The component data in the models used comprised 'recipes' of composite rates which have been assembled for hundreds of typical building components. Each composite rate model consists of volumes, densities, weights and where applicable, recycled content (such as metals) for each component. This also includes services items such as lifts. Each rate may be 'flexed' by factors such as thickness or concrete mix for floors, or capacity and number of levels for a lift for example. Where a library data item couldn't be found to match the cost plan item, a similar library item was used and a percentage adjustment applied to reflect whether the cost plan item is more or less intensive than the library item. However, no such items were found. A further layer, synchronised to the embodied CO<sub>2</sub>e and CO<sub>2</sub> data, calculates the weights for each material within each component.

# 10. REPORTING CRITERIA

- **Site energy:** These are based on Davis Langdon estimates according to industry standard construction practices; not reported site energy information.
- **Waste data:** A percentage waste allowance has been applied to each material type, these figures are based on WRAP’s standard industry practise database and Davis Langdon’s internal benchmarks.
- **Transport data:** As mentioned above the quantities are used to calculate the weights for each material type across all components. This, coupled with the waste allowance is used for calculating tonnages, which, in turn, is used for estimating emissions from transport.
- It is assumed that all developments embodied carbon figures are part of the Scope 3 reporting element of the British Land carbon footprint.

## 8. HEALTH AND SAFETY

**SCOPE:** Incidents related to staff and properties are reported as follows:

Incidents reported to BL, BEL, Acuity	Health and safety at properties figure	Staff health and safety figure
Incidents within British Land, Broadgate Estates Ltd. and Acuity own demises (offices) to anyone	No	Yes
Visitors, occupiers and the general public ie. anyone in the common parts of managed British Land properties	Yes	No
Visitors, occupiers and the general public ie. anyone in the common parts of managed third party properties	Yes	No



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For our online report: [britishland.com/crReport2011](http://britishland.com/crReport2011)

**Also available for download:**

- Corporate Responsibility Report 2011
- Greenhouse Gas Emissions Report 2011
- Retail and Office Case Study Highlights 2011

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**Want to know more?**

If you would like to know more about our approach to corporate responsibility or let us know your views, please email us at [cr@britishland.com](mailto:cr@britishland.com)

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